

Logging in to Dialog

Trying 31060000009999...Open

DIALOG INFORMATION SERVICES

PLEASE LOGON:

ENTER PASSWORD:

Welcome to DIALOG

Dialog level 03.07.00D

Last logoff: 20jan04 18:15:20

Logon file405 29jan04 17:23:50

*** ANNOUNCEMENT ***

--File 654 - US published applications from March 15, 2001 to the present are now online. Please see HELP NEWS 654 for details.

--File 581 - The 2003 annual reload of Population Demographics is complete. Please see Help News581 for details.

--File 990 - NewsRoom now contains February 2003 to current records. File 992 - NewsRoom 2003 archive has been newly created and contains records from January 2003. The oldest months's records roll out of File 990 and into File 992 on the first weekend of each month. To search all 2003 records BEGIN 990, 992, or B NEWS2003, a new OneSearch category.

--Connect Time joins DialUnits as pricing options on Dialog. See HELP CONNECT for information.

--SourceOne patents are now delivered to your email inbox as PDF replacing TIFF delivery. See HELP SOURCE1 for more information.

--Important news for public and academic libraries. See HELP LIBRARY for more information.

--Important Notice to Freelance Authors--
See HELP FREELANCE for more information

NEW FILES RELEASED

***DIOGENES: Adverse Drug Events Database (File 181)

***World News Connection (File 985)

***Dialog NewsRoom - 2003 Archive (File 992)

***TRADEMARKSCAN-Czech Republic (File 680)

***TRADEMARKSCAN-Hungary (File 681)

***TRADEMARKSCAN-Poland (File 682)

UPDATING RESUMED

RELOADED

***Population Demographics -(File 581)

***CLAIMS Citation (Files 220-222)

REMOVED

>>> Enter BEGIN HOMEBASE for Dialog Announcements <<<

>>> of new databases, price changes, etc. <<<

FTXTCOR is set ON as an alias for 15, 9, 810, 275, 476, 610, 275, 476, 624, 636, 621, 613, 813, 16, 160, 634, 148, 20.

NFTXTCOR is set ON as an alias for 77, 35, 583, 65, 2, 233, 474, 475, 99, 348, 349, 347.

* * * ALL NEW CURRENT YEAR RANGES HAVE BEEN * * *

* * * INSTALLED * * *

SYSTEM:HOME

Cost is in DialUnits

Menu System II: D2 version 1.7.9 term=ASCII

*** DIALOG HOMEBASE(SM) Main Menu ***

Information:

1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
3. Help in Choosing Databases for Your Topic
4. Customer Services (telephone assistance, training, seminars, etc.)
5. Product Descriptions

Connections:

6. DIALOG(R) Document Delivery
7. Data Star(R)

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/H = Help

/L = Logoff

/NOMENU = Command Mode

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database (e.g., B1 for ERIC).

? dialog

>>Invalid Option Number

*** DIALOG HOMEBASE(SM) Main Menu ***

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1. Announcements (new files, reloads, etc.)
2. Database, Rates, & Command Descriptions
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/L = Logoff

/NOMENU = Command Mode

Enter an option number to view information or to connect to an online service. Enter a BEGIN command plus a file number to search a database (e.g., B1 for ERIC).

? b 410

```

29jan04 17:23:53 User242899 Session D304.1
      $0.00      0.154 DialUnits FileHomeBase
$0.00 Estimated cost FileHomeBase
$0.00 Estimated cost this search
$0.00 Estimated total session cost      0.154 DialUnits

```

File 410:Chronolog(R) 1981-2004/Feb
(c) 2004 The Dialog Corporation

Set	Items	Description
---	-----	-----

? set hi ;set hi

HILIGHT set on as ''

HILIGHT set on as ''

? s (discount or (special (1w) price) or (sale (1w) price)) (s) (rain-check or (rain())check)

>>>Unmatched parentheses

? s (discount or (special (1w) price) or (sale (1w) price)) (s) (rain-check or (rain())check))

209	DISCOUNT
1325	SPECIAL
2115	PRICE
48	SPECIAL(1W)PRICE
62	SALE
2115	PRICE
1	SALE(1W)PRICE
0	RAIN-CHECK
14	RAIN
635	CHECK
0	RAIN(W)CHECK
S1	0 (DISCOUNT OR (SPECIAL (1W) PRICE) OR (SALE (1W) PRICE)) (S) (RAIN-CHECK OR (RAIN())CHECK))

? b ftxtcor

```

29jan04 17:26:22 User242899 Session D304.2
      $0.00      0.222 DialUnits File410
$0.00 Estimated cost File410
$0.70 TELNET
$0.70 Estimated cost this search
$0.70 Estimated total session cost      0.376 DialUnits

```

SYSTEM:OS - DIALOG OneSearch

File 15:ABI/Inform(R) 1971-2004/Jan 29

(c) 2004 ProQuest Info&Learning

*File 15: Alert feature enhanced for multiple files, duplicate removal, customized scheduling. See HELP ALERT.

File 9:Business & Industry(R) Jul/1994-2004/Jan 28

(c) 2004 Resp. DB Svcs.

File 810:Business Wire 1986-1999/Feb 28

(c) 1999 Business Wire

File 275:Gale Group Computer DB(TM) 1983-2004/Jan 29
 (c) 2004 The Gale Group

File 476:Financial Times Fulltext 1982-2004/Jan 29
 (c) 2004 Financial Times Ltd

File 610:Business Wire 1999-2004/Jan 29
 (c) 2004 Business Wire.

*File 610: File 610 now contains data from 3/99 forward.
 Archive data (1986-2/99) is available in File 810.

File 624:McGraw-Hill Publications 1985-2004/Jan 29
 (c) 2004 McGraw-Hill Co. Inc

*File 624: Homeland Security & Defense and 9 Platt energy journals added
 Please see HELP NEWS624 for more

File 636:Gale Group Newsletter DB(TM) 1987-2004/Jan 29
 (c) 2004 The Gale Group

File 621:Gale Group New Prod.Annou.(R) 1985-2004/Jan 29
 (c) 2004 The Gale Group

File 613:PR Newswire 1999-2004/Jan 29
 (c) 2004 PR Newswire Association Inc

*File 613: File 613 now contains data from 5/99 forward.
 Archive data (1987-4/99) is available in File 813.

File 813:PR Newswire 1987-1999/Apr 30
 (c) 1999 PR Newswire Association Inc

File 16:Gale Group PROMT(R) 1990-2004/Jan 29
 (c) 2004 The Gale Group

*File 16: Alert feature enhanced for multiple files, duplicate
 removal, customized scheduling. See HELP ALERT.

File 160:Gale Group PROMT(R) 1972-1989
 (c) 1999 The Gale Group

File 634:San Jose Mercury Jun 1985-2004/Jan 28
 (c) 2004 San Jose Mercury News

File 148:Gale Group Trade & Industry DB 1976-2004/Jan 29
 (c)2004 The Gale Group

*File 148: Alert feature enhanced for multiple files, duplicate
 removal, customized scheduling. See HELP ALERT.

File 20:Dialog Global Reporter 1997-2004/Jan 29
 (c) 2004 The Dialog Corp.

Set	Items	Description
-----	-------	-------------

?	s	(discount or (special (1w) price) or (sale (1w) price)) (s) (rain-check or (rain())check))
---	---	--

Processing

Processed 10 of 16 files ...

Processing

Completed processing all files

893272	DISCOUNT
4454390	SPECIAL
7673720	PRICE
18948	SPECIAL(1W) PRICE
3745968	SALE
7673720	PRICE
57565	SALE(1W) PRICE
0	RAIN-CHECK
356616	RAIN
1467594	CHECK
758	RAIN(W) CHECK
S1	43 (DISCOUNT OR (SPECIAL (1W) PRICE) OR (SALE (1W) PRICE))

(S) (RAIN-CHECK OR (RAIN()CHECK))

? rd s1

...completed examining records

S2 33 RD S1 (unique items)

? s s2 and py<1999

Processing

Processed 10 of 16 files ...

Completed processing all files

33 S2

29526506 PY<1999

S3 24 S2 AND PY<1999

? t s3/7,k/1-24

3/7,K/1 (Item 1 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

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01665478 03-16468

USE FORMAT 9 FOR FULL TEXT

Money-back guarantees empower front-desk personnel

ABSTRACT: The successful implementation of a 100%-satisfaction-guaranteed program, can empower a hotel's front-desk staff to right what has been wronged. Some of Choice Hotels International's brands - Sleep Inns; Comfort Inns & Suites; Quality Inns, Suites & Hotels; and Clarion Inns, Suites, Hotels & Resorts - now all offer satisfaction guaranteed programs. According to Dan Shoen, vice president and brand manager for Comfort Inns & Suites the goal is to satisfy its guests, create good will and have them return to the brand.

Whitford, Marty

Hotel & Motel Management v213n12 PP: 36, 39 Jul 6, 1998 ISSN: 0018-6082

JRNL CODE: HOM

DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages

WORD COUNT: 1046

...TEXT: employee could comp a guest's room, and the reimbursement was full and immediate-not a **rain check** for a future free-stay, a two-for-one voucher or a **discount**.

"The only way something like this works is if you get buy-in from the...

3/7,K/2 (Item 2 from file: 15)

DIALOG(R)File 15:ABI/Inform(R)

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01654193 03-05183

USE FORMAT 9 FOR FULL TEXT

Blackwell delivers consumer message

ABSTRACT: At the IMRA annual convention this year, Roger Blackwell, marketing consultant, said retailers must listen and respond to the customer. Blackwell was presenting the results of Understanding Your Customer Part II.

Anonymous

Discount Store News v37n11 PP: 62 Jun 8, 1998 ISSN: 0012-3587
JRNLCODE: DSN
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
WORD COUNT: 551

...TEXT: store and substitute a store brand for out-of-stock sales items at a deeper **discount**. This eliminates the inconvenient **rain check** and introduces store brands to a new consumer.

"Get the logistics people out of the...

3/7,K/3 (Item 3 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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01144434 97-93828

USE FORMAT 9 FOR FULL TEXT

A supply chain to call your own

ABSTRACT: One can easily find hundreds of examples that explain supply chain management to anyone in 5 minutes. A complex model or jargon is not always needed; however, one must always champion one of the few disciplines where the opportunity for competitive advantage remains.

Thomas, Jim
Distribution v94n13 PP: 4 Dec 1995 CODEN: DSWWAV ISSN: 0273-6721
JRNLCODE: DWW
DOC TYPE: Journal article LANGUAGE: English LENGTH: 1 Pages
WORD COUNT: 442

...TEXT: politely that purple Trackers will be restocked in three days, and I should get a **rain check** to receive the **sale price**
(3). I wait for five minutes in the customer service line to get the raincheck...

3/7,K/4 (Item 4 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
(c) 2004 ProQuest Info&Learning. All rts. reserv.

00809331 94-58723

USE FORMAT 9 FOR FULL TEXT

Marketing and selling: Delivering customer satisfaction

ABSTRACT: Increasingly, high-performance retailers are focusing on creating value for consumers to improve productivity. Retailers are organizing to provide customer service from the customer's point of view, empowering employees at the store, and reconfiguring workloads to ensure that store hours are customer-focused hours. As the consumer marketplace becomes more diverse, some high-performance retailers are adopting alternative store formats and non-store retail channels to increase convenience and to serve a wider customer base. Neiman Marcus is using technology to make service more efficient. Using a relational database, its new point-of-sale automated clientele system can be customized by each salesclerk. To truly be a customer-driven organization and meet customer service expectations, retailers must be in constant touch with their customer base. Traditional

market research is one way for retailers to get feedback from their customers.

Whitfield, Mary Brett

Chain Store Age Executive v70n1 (Section 1) PP: 25MH-26MH Jan 1994

CODEN: CSAEAQ ISSN: 0193-1199 JRNL CODE: CSA

DOC TYPE: Journal article LANGUAGE: English LENGTH: 2 Pages

WORD COUNT: 1173

...TEXT: to \$20 if a shelf-priced item fails to scan; they can give customers the **sale price** on an item even if the sale week has ended; they can offer comparable merchandise at the **sale price** rather than issue a **rain check** on out-of-stock sale merchandise.

Reconfiguring In-Store Workloads: Many high-performance retailers are...

3/7,K/5 (Item 1 from file: 9)

DIALOG(R)File 9:Business & Industry(R)

(c) 2004 Resp. DB Svcs. All rts. reserv.

1057588 Supplier Number: 01057588

Kmart seeks 'Extra' difference

(Kmart has launched a new major campaign called "Low prices and Extras you won't find anywhere else")

Discount Store News, v 33, n 19, p 11

October 03, 1994

ABSTRACT:

Kmart has launched a new major campaign called "Low prices and Extras you won't find anywhere else." The **discount** chain launched this campaign to distinguish itself from Wal-Mart, Target and any other chain that describes itself as a discounter. The program, in theory, involves new products and also test products that are priced extremely low. The so-called 'Extras' project will be a constant weekend activity, that will be supported by television spots and Sunday circulars. Going along the 'Extras' line, Kmart is planning to revamp its customer service with a new and better **rain check** policy. In the event that an advertised product is sold out, Kmart vows to offer a comparable product or a **rain check** with a 10% **discount** attached.

ABSTRACT:

...new major campaign called "Low prices and Extras you won't find anywhere else." The **discount** chain launched this campaign to distinguish itself from Wal-Mart, Target and any other chain...

...Extras' line, Kmart is planning to revamp its customer service with a new and better **rain check** policy. In the event that an advertised product is sold out, Kmart vows to offer a comparable product or a **rain check** with a 10% **discount** attached.

...

3/7,K/6 (Item 1 from file: 275)

DIALOG(R)File 275:Gale Group Computer DB(TM)

(c) 2004 The Gale Group. All rts. reserv.

01429660 SUPPLIER NUMBER: 10656696 (THIS IS THE FULL TEXT)
Egghead offers real deals, but unpredictable inventories. (Egghead Discount Software) (Consumer's Edge)
PC-Computing, v4, n5, p212(2)
May, 1991

TEXT:

I NEVER PAY THE retail price for software, but finding a good deal and good selection isn't easy. Enticed by ads promising huge savings and a vast selection of the latest software,

I decided to check out Egghead Discount Software's shelves in several cities for a memory manager, a tax program, and some good advice.

Houston: Strong Selection, Enthusiastic Advice

I began my quest for a memory manager at an Egghead store in a strip mall on Westheimer Road, just outside Houston's fashionable Galleria shopping district. The store looks small, but this Egghead claims to have more than 1,200 titles on hand. Business application,,, lined the walls, and games software overflowed from the shelves in the center. That month's software best-sellers (among them Quicken 4.0 and Windows 3.0) filled the free-standing displays.

Although business was brisk, an available salesman accosted me almost as soon as I walked in the door. "I run several TSRs on a 386SX with 1MB of RAM," I said, "and the TSRs keep crashing into one another." The salesman steered me toward Quarterdeck Office Systems' QEMM 386. "I use it myself, on a 386 with 2MB of RAM and Windows," he said. He was especially enthusiastic about QEMM's Manifest feature, which shows you which programs you've loaded into high memory and whether your memory is working optimally. Looking over his shoulder, I noticed several other memory and TSR managers on the shelves, but my salesman didn't mention these in his sales pitch, even when I asked whether they might also do the job.

Prices were good-only \$69.99 for QEMM 386-but not exceptional dt lists for \$99.95). Egghead was asking \$175 (list price: \$225) for Windows and a mouse, a deal I've seen at other superstores and mail-order houses for less than \$150. The memory manager recommendation was a good one (though the explanation wasn't the most lucid), so I thought I'd press my luck. Could he recommend a tax program? He led me light to Andrew Tobias' TaxCut and praised it for its ability to import data from personal finance packages, such as Quicken and Managing Your Money, and for its audit feature, which flags items an IRS inspector might query. When I asked for a demo of TaxCut on one of the two PCs in the store, however, I was out of luck. The publisher hadn't provided a demo disk, my salesman explained, and Egghead didn't want to eat the cost of taking a copy off the shelves. Miffed at not being able to try out the program, I hit the street. El Toro, California: Good Deals, Good Advice Fifty miles south of Los Angeles, in the heart of suburban Orange County, I stumbled across the next Egghead store in the town of El Toro.

B u s i n e s s was swift. A display offering Excel 3.0 for just \$399 (list price: 495) caught my eye, but before I could reach the display I was intercepted by an eager salesman.

I explained my TSR problem to him, and once again found myself listening to a sales pitch for QEMM 386. "This is what most 386 users buy," he stressed. When I asked about some of the other packages on the shelf, such as Headroom 2.0, he maintained that QEMM was a better choice. Instead of just moving TSRs around, QEMM is "a true memory manager," he said. And, he explained, QEMM also works well with Windows 3.0, something other memory managers haven't mastered. Well

not exactly. 386Max also works with Windows 3.0, albeit only in Enhanced mode. Nevertheless, the recommendation was good, and the \$69 price was reasonable.

When I asked for a tax package recommendation, my salesman suggested TurboTax, primarily because it was the most popular' with customers. It was also on sale for \$29 (down from a previous store price of 49 and well below its \$75 list price). And it was sold out. Eager to make a sale, though, he pointed out that the \$49.99 TaxCut was a better package for California residents because the program also offers California state tax software. He promised a **rain check** for the **sale price** on

TurboTax when the next shipment arrived. I browsed around a bit longer and noticed that a few popular software titles were nearly sold out. The salesman stopped by again to remind me that Egghead would match a lower price from another dealer, provided I brought in the quote on the other dealer's letterhead. With that slight amount of effort, you could get the lowest price in the area and reasonably good advice.

Atlanta: Scant inventory, Reluctant Advice

I experienced a vague sense of deja vu as I pulled into the parking lot of a sprawling strip mall off Briarcliff Road in Atlanta to visit the next Egghead store. As at every other Egghead, a smiling salesman materialized at my elbow as soon as I entered the store. When I asked about a memory manager, however, the salesman's smile faded and he shook his head. Particularly if I planned to add Windows 3.0, he warned, a memory manager wouldn't do the job; what I really needed was more memory. I asked about 386Max and QEMM 386, but again he shook his head. I was a bit discouraged by his lack of enthusiasm (and knowledge), so I asked about a tax package. "I don't like his other programs, but Andrew Tobias' TaxCut is good," he said. By a strange coincidence, TaxCut (selling for \$49, down from a list price of \$90) was the only tax package on the shelves. TurboTax (on sale for \$29) was sold out.

Other software was also sold out, including Excel 3.0, sale priced at \$399. (The software at all of the Egghead stores I visited was priced comparably, if not identically.) As a small consolation for not having Excel 3.0 in stock, the salesman offered to give me a demo of Excel on a nearby PC.

When I asked about software support, the salesman admitted that it depended on how busy the staff is. We can't guarantee that we'll have time to help," he said, but if the staff wasn't busy, it would help customers over the phone.

The bottom line? You won't always get solid advice from Egghead, but you won't be led astray either, and the software selection (when it's in stock) is competitively priced.

PC/C Advocate recover thousands of dollars worth of equipment. When we were unable to reach the company, we called the Michigan Attorney General's office, which has been investigating Express Micro Mart for more than a year. As of November 1990, the company was no longer in business, though it was taking customers' orders-and money-until then. The company appears to have no assets and owes more than \$10,000 to customers. if the company took your money, the chances of reclaiming it are slim, but consumers with outstanding complaints should contact the Attorney General's office (Consumer Protection Division, P.O. Box 30213, Lansing, MI 48909). The office is considering litigation that would prevent Express Micro Mart's owners from setting up shop again without reimbursing former customers. Always protect yourself by paying with a credit card but not paying the bill until the merchandise arrives.

TIP OF THE MONTH

Online services such as CompuServe and Delphi allow you to store

e-mail messages and files in your personal "workspace" in the carriers' computers. What you may not know is that you're charged for the storage space you use. CompuServe allows you 128K (1 28,000 characters) of storage free, but charges \$4 a week for each additional 64K, without warning you of the cost until the bill arrives.

If you don't access stored files for 30 days, they are automatically deleted--again without warning. Delphi allows you 25K of storage space free and charges 16 cents for each additional 2K, though Delphi spokesman Rusty Williams says that if you delete the stored information shortly after receiving your bill, Delphi will credit your account for the charges. Do you need help resolving a consumer issue? Drop a note to the PC/C Advocote, PC/Computing, 950 Tower Lane, 20th Floor, Foster City, CA 94404. Be sure to include a daytime phone number and any correspondence relating to your problem. Letters become the property of PC/Computing and will be edited for length and clarity.

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... for California residents because the program also offers California state tax software. He promised a **rain check** for the **sale price** on TurboTax when the next shipment arrived. I browsed around a bit longer and noticed...

19910500

3/7,K/7 (Item 1 from file: 636)
DIALOG(R)File 636:Gale Group Newsletter DB(TM)
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03936941 Supplier Number: 50221217 (THIS IS THE FULLTEXT)
-AUSTRALIAN COMPETITION AND CONSUMER COMMISSION: Mobile promotion --
misleading, bait advertising

M2 Presswire, pN/A
August 5, 1998

TEXT:
M2 PRESSWIRE-5 August 1998-AUSTRALIAN COMPETITION AND CONSUMER COMMISSION:
Mobile promotion -- misleading, bait advertising (C)1994-98 M2
COMMUNICATIONS LTD

RDATE:050898

Mobileworld Communications (Aust) Pty Ltd has given the Federal Court undertakings after the Australian Competition and Consumer Commission alleged it used misleading and deceptive conduct and bait advertising in a mobile telephones promotion.

The ACCC had alleged the conduct occurred in advertising in a Crazy John's newspaper advertisement placed by Mobileworld on 2 July 1997 featuring the NEC Sportz Digital, the Ericsson 218, the Nokia 2010 (incorrectly described as model 2110) and the Motorola 1-888 for sale at \$49 with a connection fee of \$65 and 12 months access at \$20 per month.

At the time of the sale the company had either none or limited numbers of the advertised phones at each of its 10 Crazy John stores. In settling the proceedings, the company gave undertakings to the Federal Court in respect of future advertising and consented to court orders.

They stipulate that the company will not at any time advertise digital cellular telephones at a **special price** unless reasonable efforts are made by the company to have sufficient stock at each of its relevant stores referred to in the advertisement. The company also undertook to detail the actual number of units held by a store where less

than a specified stock base is held at a store. Further the company will maintain a '**rain-check**' policy.

In addition to the undertaking provided to the Court, the company consented to orders requiring it to:

- * maintain a trade practices corporate compliance program with annual reports to the ACCC;

- * place within seven days a public notice in the Herald Sun newspaper acknowledging insufficient stock was held and apologising for any inconvenience to persons who responded to the advertisement and/or were not supplied with one of the four advertised telephones; and

- * pay the ACCC costs.

In the case at hand, the company found itself without sufficient stock, when an order for discontinued phone models, placed the day before publication of the advertisement could not be filled by the company's supplier.

The ACCC acknowledges that Mobileworld, when informed of the ACCC's concerns, did act to contact and compensate customers, who purchased a more expensive telephone package than that advertised.

'The matter was a clear reminder to companies of the need to ensure sufficient stocks are available before advertising a sale item and to ensure that a policy to provide a 'rain check' is in place,' ACCC Chairman, Professor Allan Fels, said today. 'It is important to get things right before an advertisement goes to print and in the event that something goes wrong, to have in place procedures to either satisfy demand through a 'rain-check' (ie offer of later supply) or the provision of equivalent goods at the same price as those advertised.

CONTACT: Professor Allan Fels, Chairman Tel: +61 (02) 6243 1129 Ms Lin Enright, Director, Public Relations Tel: +61 (02) 6243 1108

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... stipulate that the company will not at any time advertise digital cellular telephones at a **special price** unless reasonable efforts are made by the company to have sufficient stock at each of...

...a specified stock base is held at a store. Further the company will maintain a '**rain-check**' policy.

In addition to the undertaking provided to the Court, the company consented to orders...

19980805

3/7,K/8 (Item 1 from file: 813)
DIALOG(R)File 813:PR Newswire
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0553176 NY064
CALDOR ANNOUNCES AGREEMENT WITH NEW YORK STATE ATTORNEY GENERAL

DATE: January 11, 1993 14:53 EST WORD COUNT: 386

NORWALK, Conn.Jan. 11 /PRNewswire/ -- The Caldor Corporation (NYSE: CLD) announced today an agreement with the New York State

Attorney General's office relating to rain check and substitution policies covering advertised sale items. The agreement resolves an inquiry by the State Attorney General's office into the alleged unavailability of certain advertised sale items at some Caldor stores in New York.

"Meeting demand for advertised merchandise is a priority for us, since it is central to maintaining good customer relationships," said Don R. Clarke, chairman and chief executive officer of Caldor. "To assure that there is sufficient inventory of advertised goods -- an objective shared by all retailers -- we have developed new inventory systems, manifestation systems, advertising policies, and constructed a new regional distribution center in Newburgh, N.Y.

"We are pleased to say that as a result, rain check levels have declined significantly since early last year, when the Attorney General's office conducted its study, while the customer satisfaction and friendliness scores that our stores and associates receive on customer service questionnaires have continued to improve," continued Mr. Clarke.

Under the agreement Caldor's current **rain check** policy will continue without basic change. Where an advertised item is unavailable during a sale period, Caldor's policy entitles the customer to purchase a substitute item at the same percentage **discount**, or to a **rain check** to purchase the advertised item at the **sale price** for a specified time beyond the sale period.

Under the agreement with the State Attorney General's office, a customer who has not been able to purchase an advertised item four weeks after receiving a rain check will be mailed a coupon to purchase any item in the same department at the same percentage **discount**, plus an additional five percent off the discounted price.

The inquiry found no evidence of deliberate wrongdoing on Caldor's part, and the agreement, in addition to being consistent with Caldor's long existing voluntarily adopted policies, meets all requirements imposed on retailers generally by the Federal, as well as State, Consumer Protection Laws. Caldor paid the New York State Attorney General's office \$50,000 to cover the costs of the investigation.

Caldor Corporation is a \$2 billion upscale discount retailer operating 136 stores in nine New England and Mid-Atlantic states.

CONTACT: Dawn Dover of Kekst and Company, 212-593-2655, for Caldor Corporation

(CLD)

...service questionnaires have continued to improve," continued Mr. Clarke.

Under the agreement Caldor's current **rain check** policy will continue without basic change. Where an advertised item is unavailable during a sale...

...Caldor's policy entitles the customer to purchase a substitute item at the same percentage **discount**, or to a **rain check** to purchase the advertised item at the **sale price** for a specified time beyond the sale period.

Under the agreement with the State Attorney...

...mailed a coupon to purchase any item in the same department at the same percentage **discount**, plus an additional five percent off the discounted price.

The inquiry found no evidence of...

3/7,K/9 (Item 1 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
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03854925 Supplier Number: 45526225 (THIS IS THE FULLTEXT)
Bettering Bradlees
HFN The Weekly Newspaper for the Home Furnishing Network, p1
May 8, 1995
TEXT:

June Carolyn Erlick

BRAINTREE, Mass. - One doesn't quite expect the head of a major regional **discount** chain to sing the praises of the color teal or to lambast his own stores' 'nasty **rain-check** problem.'

But then again, Mark Cohen is not your typical discount retailer. At the helm of Bradlees for only five months, he plans to roll out a major remerchandising in all 126 stores by Aug. 1. The message is fashion forward, especially in home furnishings.

'We've focused too aggressively on price alone and not put enough energy into intrinsic value and trend,' says Cohen, chief executive and chairman. 'Without losing sight of the customer, we're going to do a lot more editing - to gravitate a little away from discount, price, warehouse style towards a selection of offers that look in many respects like a department store.'

Cohen came to Bradlees from Lazarus, a Federated store, where he was most recently chairman and chief executive. At Lazarus, based in Cincinnati, he led an aggressive renovation program. He is one of a small but increasing number of former department store executives such as Roger Farah (who's now with Woolworth) and Charles Chinni, (currently with Kmart), who have a strong fashion orientation which they have taken into discount retailing.

Cohen realizes from his department store experience that upscale consumers already shop discount stores for storage containers, health and beauty aids and other commodities.

'If the discounters have a competitive advantage, it's that they're not necessarily locked into any income category,' Cohen asserts. 'Bradlees means to take advantage of that. There's an opportunity to see a lot more purchases from an individual customer.'

It's not an easy challenge. While going up against Wal-Mart in 50 communities throughout the Northeast corridor and against Kmart in twice as many, Bradlees also faces challenges from department stores that have become 'deeply promotional.' In addition, Cohen confesses, 'We got sloppy

and careless.'

Customers often couldn't find what they wanted in stores; product mix was bland and inconsistent; technology within the discount store chain wasn't being properly used, creating serious problems with sales offerings; advertising was boring. Cohen is giving himself a year to fix the problems, and less than three months to establish a new merchandising image.

Cohen says this is a crucial year. Increased competition, the generally flat year for retailers in general and Bradlees' own insipid image led to what Cohen calls 'a lousy year' in 1994. At stores open more than a year, sales declined by 2.7 percent in fiscal 1994. Overall sales were flat at \$1.9 billion. Net earnings were \$5.3 million, down from \$6.8 million in 1993. The brightest blip on the Bradlees screen was the opening of its New York City store in November last year; Cohen says the store now ranks two or three in the chain.

Cohen insists that Bradlees can be fixed, and there is a place in the market for the well-established regional discounter if only it goes back to its roots of being fashion forward. Already, a 74,500-square-foot prototype store is operating in Burlington, a Boston suburb.

But, there's also what Cohen calls 'retail 101:' fix up the rain-check problem by using existing technology, and then create assortments that work together, such as more coordination of bed and bath lines and more fashion in storage merchandise. After that, there's in-store signing and specific merchandise presentation.

Cohen says Bradlees has adequate inventory control technology and sophisticated just-in-time mechanisms in place. It's just that they haven't been used well, in part because Bradlees' computers still reside on Stop & Shop's mainframe, although the former parent corporation now has no financial connection with Bradlees.

Stores failed to anticipate how much stock they would need for sales, even though they could have calculated their needs with available systems. Poor forecasting cost the chain in the handling of rain checks on sale goods, and probably in ill will as well.

Cohen clearly finds merchandising most exciting. His face beams when he talks about the popularity of the color teal in Rubbermaid's oversize tote and the possibility of creating fashion palettes in storage, home textiles and other areas throughout the store.

It's not a lone crusade. Cohen has hired Peter Thornton from rival regional discounter Ames, where he was president and chief operating officer, to serve as Bradlees' vice chairman with a broad mandate to revamp store operations, improve technology and help Cohen in merchandising decisions. Another executive with fashion-forward views hired by Cohen is George Bruce, formerly of Venture.

Bruce, now in the new position of senior vice president, store design, visual merchandising and point-of-purchase, had previously worked with Cohen at Mervyn's before Cohen went to Federated.

As Cohen describes the changes toward emphasis on fashion at Bradlees, there's a sense of strong corporate direction. Cohen is soft-spoken, direct, articulate and often funny, but there's no doubt he has a clear vision of what path Bradlees should take.

The first place Cohen's merchandising philosophy is likely to become evident to the consumer is in home textiles. Bradlees' volume is 52 percent soft lines, while the industry average for discounters is generally assessed at 30 to 40 percent.

'Very quietly, we've begun to sell an enormous number of 250-thread count sheets, pillowcases,' says Cohen. 'We've done nothing to enhance our ability to be a headquarters in 250, 200 thread counts. We're going to back off some of our opening-price muslin and percale and go after the

higher-quality construction.

'The customer seems to find it in our stores and is buying it freely. It takes a little pressure off us in opening price and gives us a whole lot more fashion to talk about,' he says.

In its remerchandising, Bradlees will also pay more attention to fashion and color coordination in bed and bath. It plans to go into down products and duvet covers 'in a big way' and to coordinate fashion components in bedding, shams, decorative pillows and other accessories.

'We're going to be improving our presentation enormously, since more and more customers are buying coordinated bedding,' Cohen notes. Home textiles, as merchandised in the prototype Burlington, Mass., store, have proved to be 'an enormous opportunity that is paying off almost unbelievably well.'

The Burlington store also displays bed and bath in color groupings and uses re-engineered sight-lines to increase home textiles visibility.

Housewares, especially the area of storage, is another department where Cohen intends to bring Bradlees fashion-forward.

'The storage business has gotten very, very fashionable and very creative, and the products run the gamut from closet to a whole emerging category of containers,' he says. 'The trend is shape, functionality and color. We're selling thousands of units in fashion palettes that are far more progressive than anything we've seen before. It's a good business.'

Also in the area of housewares, Cohen says the chain plans to put more emphasis on stainless and nonstick cookware, as well as a wider assortment of open stock pieces.

'We're dramatically improving our flatware assortments and paying more attention to the coordination of glass, flatware and tabletop in general,' he says.

He adds that Bradlees intends to stock more brand names like Oneida rather than no-name merchandise.

Of furniture, where Bradlees carries a wide variety of ready-to-assemble merchandise, principally manufactured by Sauder, Cohen says: 'The assortment keeps on getting more and more aggressive in fashion and size. We're very focused on quality. What we can expect is more coordinated groups.'

He adds, 'This business has gravitated from being a kind of garage-style bookshelf to room settings for kids' rooms, guest bedrooms and family rooms. We need to be more willful about the customer's desire to decorate a room with ready-to-assembles and just an occasional piece or two. That puts a lot more pressure on size, on finish and the way in which we promote, so expect us to shift from item promotion to room settings.'

Bradlees does not carry computers and it does not plan to, Cohen says, 'because it's not in our area of expertise.' The chain has a limited amount of basic home office merchandise.

However, in consumer electronics, Bradlees will go slightly more upscale by focusing on brand-names such as Sony and to selling 'middle and upper-middle step-pieces.'

'We're going to put a lot more energy on that in everything from personal audio to VCRs and bookshelf stereos,' he says.

'Why do we have to be a hodgepodge if we can be voiceful?' asks Cohen in an almost plaintive tone. 'Bradlees has to go from being a plain vanilla featureless presentation to something more aggressive. We simply don't have an exciting platform.'

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BRAINTREE, Mass. - One doesn't quite expect the head of a major

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But then again, Mark Cohen is not your typical discount retailer. At the helm...

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3/7,K/10 (Item 2 from file: 16)
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03670163 Supplier Number: 45185781 (THIS IS THE FULLTEXT)

Best Products on mend with focus on jewelry, home

Discount Store News, v0, n0, p5

Dec 5, 1994

TEXT:

TERESA ANDREOLI

RICHMOND, VA. - Just six months out of Chapter 11, Best Products, the nation's second largest catalog showroom chain, is showing signs that it has emerged with greater selling strength, a clearer merchandise focus and a renewed expansion program.

Best Products has embraced a streamlined merchandise mix, smaller stores, fewer vendors, new marketing techniques and an updated logistics system.

This fall, the company unveiled 'Jewelry, Home and Gifts,' a new tag line which sums up the three categories Best will emphasize. The design and size of its stores have been tailored to get this message across to consumers.

Best has so far redesigned one-third of its 163 stores with the diamond showroom format, a look it developed during its restructuring. The format places jewelry front and center at the entrance, indicative of its bigger push on gold, diamonds and other forms of better jewelry.

Personal electronics is in direct view at the back wall, housewares is to the right and the order pick-up stations are to the left. Toys, fitness products and home decor fill in mid-field.

The average store built post-bankruptcy measures 51,000 sq. ft., whereas the typical showroom built five years ago measured about 66,000 sq. ft.

Other reductions have come in the form of hard lines vendors. Best has streamlined its vendor base from 1,100 to 400 partners.

Smaller stores, but more of them, are on the way. The company will have 163 units operating by Christmas and future plans call for 13 new units in '95 (including two in Las Vegas, a new market), followed by 10 new units a year for the next several years. Best operated 194 stores before filing for protection.

Best hopes to make jewelry the centerpiece of the business, said Ross Richardson, corporate communications manager. The category currently comprises 19% of sales, but Best intends to raise that bar to the low-to-mid -20s percentile. Items range from under-\$15 onyx and silver earrings, to \$119, 14-karat gold bracelets made of dolphin links (and various other environmental-theme links), to a \$9,599 diamond solitaire ring.

Home products is another booming area of concentration. Home decor - comprised of RTA furniture, mirrors, jewelry armoires, snack tables, wooden rockers and the like - can take up one-third of the store.

'Home furnishings is going through the roof,' said Patrick Henkel, director of merchandise. In the Greensboro, N.C., store, Best has devoted

6,000 sq. ft. to home furnishings. Several years ago, the chain typically set aside 1,500 sq. ft. for the category.

'We expect chests to be big sellers this Christmas,' Henkel said, pointing to a Powell chest with a \$199 tag. Another quickly selling piece is the Lavit breakfast bar, a \$150 farm house-style test product that proved to be the No. 1 selling item in the East Coast stores.

RTA furniture currently boasts a total of 85 skus. The major players are dining room, bedroom and home entertainment furniture. Farmhouse, shaker and nostalgia are driving the business, and Best's main vendors are Powell and Manchester, Henkel said.

Another home-oriented hot spot is 'home and health,' a product segment that has doubled in size from last year. The segment includes home security devices such as a \$40 carbon monoxide detector.

Giftware is the third strong-margin category on Best's focus list. The department is situated adjacent to jewelry and includes frames, clocks, dolls and collectibles. Selling space for dolls has doubled in the last year.

'We've made a dramatic venture into higher-end merchandise,' Richardson said. Westminster porcelain dolls with price tags of \$99.99 and the Elvis Presley 24-karat gold recording of 'Hounddog' (including record cover and official seal) for \$109, are a few tickets that validate his claim.

Best has added direct-from-vendor catalogs from Fisher-Price and Little Tikes to broaden toy selection. Best began this 'Direct To You' in-store catalog promotion with Fisher-Price two years ago and added the Rubbermaid division book this year.

The retailer has opted out of sporting goods such as camping and fishing merchandise. Fitness equipment, such as Vitamaster treadmills, Weider home weight machines and Murray mountain bikes make up the bulk of the department.

Gone also are the low-margin categories of personal computers and computer -related merchandise. Personal electronics such as cameras, stereos, telephones and TVs are big players in the back of the stores. Prices range from a \$28 AT&T phone to a Pioneer 100 CD disc changer for \$550.

To market its new business strategy to customers, Best has expanded its annual holiday book to 528 pages, the largest book in at least five years. The book slimmed out in 1988 with 324 pages, but has grown steadily since.

In addition to this bigger catalog, smaller supplements are slated to go to Best's regular shoppers. Based on prior purchase information, Best will target its frequent gold-buying shoppers with a jewelry-intensive circular, while it sends its fitness-oriented consumers a supplement rife with home gym merchandise promotions.

In order to ensure that jewelry remains the centerpiece of the business, each of the smaller circulars will include some form of jewelry promotion, Richardson said.

Logistics is another area Best has invested in to remain on the prosperous track. Since filing Chapter 11 in January 1991, Best has installed 'black boxes' in each showroom, enabling the stores to track every item in the company. This back-up device allows the showrooms uninterruptible data access in the event of a main system crash.

The company has maintained an in-stock rate of 92% to 93% on average, up 5% from its pre-Chapter 11 period. 'We're aiming to up the rate to 97% on advertised items,' Richardson added.

In the case that the Best store is out of stock, sales associates are trained to pursue five alternative routes to ensure some level of customer

satisfaction. They are: Substitute product with another item; Offer a **rain check**; Check local Best showrooms for availability; Access mail order and ship the product directly to the enduser's home (while swallowing the cost of delivery); In the case of an advertised item selling out, offer the same percentage **discount** on a similar item. For example, if Best has sold out its Black & Decker toasters, which were advertised as 10% off, consumers may purchase a non-advertised Sunbeam toaster for 10% less.

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3/7,K/11 (Item 3 from file: 16)
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03631738 Supplier Number: 45120971 (THIS IS THE FULLTEXT)
New EPA rules could rev auto sales by \$1 billion
Discount Store News, p51
Nov 7, 1994

TEXT:

BY RICHARD HALVERSON

LAS VEGAS - The Environmental Protection Agency is about to hand the automotives aftermarket a \$1 billion marketing bonanza, and some exhibitors at the BigI International show and Automotive Parts & Accessories Association show are hoping to cash in.

The BigI/APAA event, which ended a four-day run Nov. 4, was held concurrently with the Specialty Equipment Market Association and Auto International Association show here in what is called Automotive Aftermarket Industry Week. The BigI/APAA show deals with standard replacement parts, accessories and service, while the SEMA/AI show covers vendors of specialty parts and service.

Starting Jan. 31, states with the dirtiest city air in the United States will have to start testing cars on a dynamometer, which simulates four minutes of actual driving, and make sure car owners haven't removed air pollution control devices such as air pumps and PC valves to make older cars run better.

About 33.7 million cars per year must be tested, and at least 25%, or around 7 million per year, are expected to flunk. The tougher new emissions test measures the total amount of pollutants emitted, not just the concentration, measured in parts per million, in engine exhaust.

The EPA estimates that each car that flunks will require anywhere from \$38 to \$120 for parts and repair service to get it into passable condition so it can be registered. The EPA has set a cap of \$450 for repairs. If car owners spend that much and their vehicles still don't pass, the EPA will grant a waiver under its IM-240 regulations.

For the 83 metro areas covered, the total repair bill could approach

an estimated \$1 billion, by one industry estimate, which projects costs of \$125 per car flunked. Those costs include \$129 million for California motorists and \$100 million for New York drivers.

The IM-240 regulations will provide retail opportunities, said Ed Kaufman, partner in Lindsay-Kaufman Co., a consultant to the automotive aftermarket. 'So far, however, IM-240 is causing no big buzz in the industry,' Kaufman said. The question: how many will be attracted to the business?

'Chemicals are a me-too item,' said a marketing official for a major company who requested anonymity. 'If one company has one, everyone else has one the next month.'

Octane Boost and STP are among those sensing a marketing opportunity from IM -240; at the show they each introduced automotive chemicals they expect will appeal to motorists concerned about passing the new emissions test.

'Anything to do with emissions will be a hot product,' predicted John Rae, marketing director for Octane Boost.

Accordingly, Octane Boost introduced Emission Control, an engine-cleaning solution that is poured into a car's gas tank. At a retail price between \$6.99 and \$7.99, one 16-oz. container is enough to clean an engine, Rae said, but the treatment must be repeated every fourth tank of gas.

Octane Boost will support Emission Control with a \$1 million TV campaign starting the first quarter of '95.

Another new product intended to keep engines cleaner is Oxygenated Gas Treatment from STP, a First Brands label. Also to reduce car pollution in markets with the dirtiest air, oil refiners must add oxygen by blending methanol or ethanol into their gasoline formulas for winter driving.

That oxygen leads to deposits on valves, fuel injectors and combustion chambers, said Mike Zimmerman, marketing manager for STP. The new gas treatment, at a retail price of \$1.99 for a 12-oz. bottle, will help solve the problem, he said.

With a 15% growth, 'fuel additives are exploding,' Zimmerman said. Retail sales should hit \$250 million in '94, he predicted.

In developing new products, STP is looking at anything that works on older cars. The U.S. vehicle fleet has an average age of eight years, he said; the number of cars 14 years old has tripled over the past 10 years.

The Enviro Group is also pitching a new product called Econogreen. Attached to a car's fuel line, the device is claimed to improve the combustion of fuel in the engine, leading both to reduced emissions and more miles per gallon.

Other STP new products with an environmental twist: Son of A Gun!, a citrus -based cleaner and degreaser; and Diesel Sulfur Substitute. The EPA ordered sulfur removed from diesel fuel, Zimmerman said, but its absence causes injector wear and seal shrinkage. Sulfur adds lubricity to diesel and the sulfur substitute will restore that slipperiness, he said. Although the sulfur substitute is mostly geared toward diesel truck operators, U.S. motorists own three million diesel automobiles.

First Brands also introduced at the show its reformulated and repackaged Simoniz and Vista wax lines.

Vista, a lower-priced line, comes with Spanish and English packaging - not for the Mexican market, but the Hispanic markets in the United States, such as Los Angeles, Houston, Miami, Chicago and New York. Hispanics are the country's fastest growing minority group, and will surpass the number of African-Americans by the turn of the century.

Fram is also eyeing the Hispanic market, said Peter Ross, vp of marketing, and introduced at the show bilingual Spanish and English

packaging for air and oil filters. For the Canadian market, Fram is packaging in French and English, as the law requires.

At the show, vendors of anti-freeze undoubtedly were the most widely courted by buyers. Shortages of ethylene glycol, the basis material in conventional anti-freeze, have increased the wholesale price by \$2.10 per gallon since the first of the year, with producers scrambling to fill orders.

The price of propylene glycol is increasing slower than for ethylene glycol, so the price gap between Sierra-brand anti-freeze, made of propylene, and conventional brands such as Prestone and Zerex, is narrowing toward the 50 -cent mark.

Buyers walking the floor of the Sands Exposition Center, where the BigI/APAA show was held, had 100,000 more square feet of floor space to cover, or one -third more than last year, thanks to expansion.

Although the final number of APAA exhibitors has yet to be compiled, show estimates put the total at about 700, a gain of 50 over 1993.

BigI/APAA show sponsors expected 27,000 buyers to attend, an increase from 23,000 in '93. The greatest increase was expected in international buyers, with 6,000 attendees, compared to 5,000 last year.

Among the many new products introduced at the show which were of special interest to **discount** store buyers were: Pennzoil, Gumout brand brake cleaner that meets California Air Regulation Board air pollution standards; Direct to Retail, Contour seat pad with lumbar back support; Valvoline, non-flammable tire inflator and a new engine protector oil (in the category Slick 50 established); Quaker State, new 4 X 4 blended synthetic motor oil for harder working engines, such as in sports utility vehicles, pick-up trucks and minivans; Sunoco, Ultra Gold synthetic blend motor oil; Sierra, anti-freeze balltype tester for its propylene based anti-freeze; Bendix, titanium coated semi-metallic brake pads that require no break-in period; Prestone brand extensions, Driveway Heat, an ice melter, and **Rain Check**, a rain repellent for windshields; STP, Super Oil Absorbent, to absorb oil leaks and spills; Turtle Wax, Zip Wax, foaming, spray-on car wash; Allied Plastics, disposable paper funnels for one-time use with all automotive fluids; American Auto Accessories, The Hammer anti-theft steering wheel lock designed for airbag equipped cars; Allison Corp., The Fist, air freshener shaped like a fist, gold plated, in four fragrances; Auto-Shade, insulated cellular phone carrier that protects from sun and heat buildup; Blue Coral, Westley's wax touch-up crayons for touching up paint nicks and scratches, in five colors; Car Pillow Co., The Seat Sack, mounts on bucket seats to store valuables; Courtaulds Performance Film, holographic window film that displays a 3-D pattern; Coverite Industries, Sun Cap, a car cover that protects passenger compartment from sun; Intersolar Ltd., Guardian, a flashing visual deterrent device that simulates a conventional auto alarm, but requires no wiring and no batteries; and, 100+ Motoring Accessories, Window Guard, a window mounted portable theft alarm system.

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...that require no break-in period; Prestone brand extensions, Driveway Heat, an ice melter, and **Rain Check**, a rain repellent for windshields; STP, Super Oil Absorbent, to absorb oil leaks and spills...

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3/7,K/12 (Item 4 from file: 16)
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03541905 Supplier Number: 44971581 (THIS IS THE FULLTEXT)
'Extras' Mark Kmart Push
ADWEEK Eastern Edition, v0, n0, p6
Sept 5, 1994

TEXT:

By Scott Hume

TROY, MICH. - Kmart Corp. is embarking on a new marketing direction that'll be vital both to its much-needed turnaround and to its relationship with advertising agency Ross Roy Communications.

The upcoming 'Kmart Extras' program will be backed by a multimedia campaign from Ross Roy that's set to break Sept. 18 with the theme, 'Low prices and Extras you won't find anywhere else.' It's designed to set Kmart apart from Wal-Mart, Target and other mass-discount rivals by touting a continuous series of weekly exclusives on products and prices. Television spots and Sunday circulars will spotlight the deals.

Ross Roy, New York, handles the bulk of Kmart's creative work with the agency's Bloomfield Hills, Mich., office handling in-store and other ad support.

Kmart chairman Joseph Antonini and marketing executives met with vendors last month to urge them to come to Kmart first with price breaks, new products and even test products. In return, Kmart pledged to spotlight those products with in-store 'Kmart Extras' tags and include the best specials in its circulars and TV spots.

To qualify for the 'Extras' label, products must be able to retail for at least one-third off their regular price, with 40% and 50% reductions getting more ad display.

Kmart has promised to heavy up its \$175-million annual media budget during this year's fourth quarter to support the program, including securing exclusivity in the retail category on CBS's 'Scarlett' miniseries in November.

Kmart also will institute a new customer-satisfaction policy, pledging to provide a comparable product or **rain check** (with 10% **discount**) if any advertised product is out of stock.

'This is an added dimension to our renovation program, an added reason to shop at Kmart,' said Jerry Habek, Kmart vp/advertising. He declined to discuss details.

Ross Roy, which referred questions to the client, is under the gun to produce a campaign that helps the embattled retailer boost sales quickly.

Other agencies already are calling on the client, hoping a review might be called (Adweek, July 11).

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'This is an added dimension to our...

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03163712 Supplier Number: 44322027 (THIS IS THE FULLTEXT)
MARKETING AND SELLING: DELIVERING CUSTOMER SATISFACTION
Chain Store Age Executive with Shopping Center Age, pMH25
Jan, 1994

TEXT:

'The purpose of a business is to get and keep a customer.'

Theodore Levitt, The Marketing Imagination

To compete successfully in today's retail marketplace, retailers must focus on providing consistent, superior value as defined by consumers in terms of price, quality, product and service.

In the past few years, customer service strategies have taken a back seat to operating strategies emphasizing cost cutting, efficiency improvements and economies of scale. But the tide is turning. Increasingly, high-performance retailers are focusing more on creating value for consumers to improve productivity.

They are organizing to provide customer service from the customer's point of view. They are empowering employees at the store. They are reconfiguring workloads to ensure that store hours are customer-focused hours.

They are creating alternative means of purchasing. They are using technology to improve the shopping experience for customers and to enhance customer loyalty. They are regularly monitoring customers' shopping behavior and attitudes to make sure they know what customers want and when they want it.

Organizing from the Customer's Point of View: Very few retailers have organized their stores to support the way a customer wants to shop. To achieve this, the retailer must first understand what a customer is trying to accomplish, and then build a system that supports the customer's mission.

Research revealed that consumers shopping for electronics didn't like hard sales pitches from commissioned salespeople, and that as their knowledge of electronics increased, there was less need to rely on a salesperson's advice.

Accordingly, Best Buy's Concept II stores, unveiled in 1990, provide pressure-free shopping that combines the best features of self-service discount stores and full-service superstores.

All displays are self-service, with detailed product information signing. Non-commissioned product specialists staff 'Answer Centers' in each product area to answer questions and provide consumers with detailed product information printed from computer terminals. This organization allows Best Buy customers to write the script. They are in control of their shopping experience.

Empowering Employees: To provide truly exceptional service and a no-hassle shopping experience, high performance retailers have found that store employees who have direct contact with the customer must be empowered to do what it takes to keep the customer satisfied.

Employee empowerment begins with hiring the best people available and giving them a strong sense of ownership in the company. Often ownership includes participation in stock ownership plans and profit sharing.

Empowerment also requires education. Store employees must be taught how management would react in given situations in order to be confident that their actions will not be questioned.

In order to speed up the checkout process, sales clerks in Target's Greatland stores are empowered to handle customer problems on the spot. Clerks can take the customer's word for prices up to \$20 if a shelf-priced

item fails to scan; they can give customers the **sale price** on an item even if the sale week has ended; they can offer comparable merchandise at the **sale price** rather than issue a **rain check** on out-of-stock sale merchandise.

Reconfiguring In-store Workloads: Many high-performance retailers are reconfiguring the workloads of store personnel to allow them to spend more time with customers.

Home Depot's Store Productivity Improvement (SPI) program is designed to provide a more favorable ratio of store associates to customers while increasing merchandise and customer throughput. Key elements of SPI include conducting all merchandise receiving and restocking after hours, and separate checkout and loading areas for building materials and lumber.

Pier 1 utilizes ShopperTrak to make adjustments in staffing levels and store operations. ShopperTrak data was used to test a hypothesis that sales were low in the 8 p.m.-to-9 p.m. period, because store traffic dropped after 8 p.m.

The company discovered that traffic was just as robust in this time period as earlier evening hours, but sales associates were too focused on store-closing activities to serve customers. Once corrective action was taken and sales associates were allowed to work beyond 9 p.m. to close the store, the test stores increased sales during the final hour of the day.

Creating Alternative Means of Purchasing: As the consumer marketplace becomes more diverse, some high-performance retailers are adopting alternative store formats and non-store retail channels to increase convenience and to serve a wider customer base.

Walgreen's RxPress outlets, introduced in 1990, are downsized units designed to fill gaps in existing markets and drive prescription sales by focusing on convenience. Stores are open 24 hours a day. The majority have drive-through windows as an added customer service. Walgreen's traditional stores are increasingly featuring drive-through and offering 24-hour service as well.

The company's Healthcare Plus mail service division has the capacity to fill 5,000 prescriptions per day for both individual customers and members of third-party health plans that have contracted with Walgreen. Emergency overnight service is available through Healthcare Plus.

Linking these formats is Walgreen's Intercom pharmacy network, which allows customers to get a prescription filled at any of its units.

Using Technology on the Selling Floor: Neiman Marcus is using technology to make service more efficient. Neiman Marcus' sales associates have always kept profiles of their customers, making hand-written notations about customer preferences and merchandise requests.

To make this process more efficient, Neiman Marcus specified that its new point-of-sale (POS) system have this capability. Using a relational database, this automated clientele system can be customized by each salesclerk.

Monitoring Customer Shopping Behavior and Attitudes: To truly be a customer-driven organization and meet customer service expectations, retailers must be in constant touch with their customer base. Traditional market research is one way for retailers to get feedback from their customers.

Some retailers track their customer shopping and purchase behaviors even more closely, through frequent shopper or buyer programs tied into POS systems.

Arbor Drugs monitors consumer perceptions of its stores and customer satisfaction on an on-going basis. It has been conducting this research over time so it is able to track and react to shifts in customers' perceptions, satisfaction and lifestyles.

Arbor's research program indicated that departmental checkouts and the availability of service in the cosmetics department made a difference to customers, and responded by providing these services.

The Great Atlantic & Pacific Tea Company has implemented a frequent shopper program in many of the markets in which it operates. When customers use their Bonus Saver cards, which entitle them to cash checks and special weekly discounts, the POS system records purchase data from each transaction.

This information, in conjunction with the demographic and lifestyle data of the customers enrolled in the program, is used by store managers and buyers at corporate headquarters to select and price products that are tailored to customer preferences by store.

A&P is expected to also use the purchase information to target promotional messages to specific consumers as the database grows.

Pulling It All Together: To succeed as a high-performance retailer, a company must acknowledge that the customer is king. This requires that all processes along the value chain be organized to achieve customer objectives.

By monitoring customers' needs, responding to those needs with the appropriate format, empowering employees to provide exemplary service and applying technology to customer service, retailers can meet the service expectations of today's demanding consumers.

- Mary Brett Whitfield

Management Horizons division of Price Waterhouse

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... to \$20 if a shelf-priced item fails to scan; they can give customers the **sale price** on an item even if the sale week has ended; they can offer comparable merchandise at the **sale price** rather than issue a **rain check** on out-of-stock sale merchandise.

Reconfiguring In-store Workloads: Many high-performance retailers are

...
19940101

3/7,K/14 (Item 6 from file: 16)
DIALOG(R) File 16:Gale Group PROMT(R)
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02836312 Supplier Number: 43815461 (THIS IS THE FULLTEXT)
Target Empowers Employees To Be Fast, Fun and Friendly
Discount Store News, v0, n0, pN/A
May 3, 1993

ABSTRACT:

Target gives checkout and stock clerks the power to solve customer problems.

This 'empowerment' of workers who have the most direct contact with customers has become the key aspect of the Target approach to customer service.

And to make sure it gets the type of employee who can effectively use that power, Target puts more stock in a friendly, outgoing personality than in previous retail experience when hiring store employees.

As empowerment examples, Target checkout clerks can take the customer's word for prices up to \$20, if shelf-priced items fail to scan, rather than

frustrate them by calling for a price check. Moreover, they can give customers the sale price on merchandise, even if the sale week has ended. And if an item on sale is sold out, clerks are authorized to offer comparable merchandise at the **sale price**, rather than issue a **rain check**.

In addition to empowering employees, Target built customer service into the design and technology of its Greatland superstore prototype - at the probable sacrifice of some operational efficiencies.

The organization of Greatland, with color coded departments and street signs to show what each gondola contains, makes the store easier to shop. Moreover, the absence of power alleys jammed with promotional displays in the Greatland stores makes for easier shopping down aisles that range up to 16 ft. in width. But those wide open expanses that lend customers pleasing visibility to Greatland stores also eat into sales-per-square-foot results. Greatland units feature Target's dual-checkout stations, and Target puts speedy customer checkout ahead of efficiency by assigning two clerks on each checkout when shoppers begin to line up. One scans and bags merchandise, while the other takes payment.

In another example, two to three employees per shift roam a Greatland store with the primary responsibility of helping befuddled shoppers find what they need, adding to store manning schedules.

To enhance the notion of customer service, Target is installing pharmacies, the ultimate service department, in all Greatland stores.

TEXT:

By Richard Halverson

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what they need, adding to store manning schedules.

To enhance the notion of customer service, Target is installing pharmacies, the ultimate service department, in all Greatland stores.

Target was born out of the Dayton Hudson department store womb in 1962, so it comes from a customer service heritage, said George Rosenbaum, chief executive officer of Leo J. Shapiro, a market research firm based in Chicago.

In its early years, Target made money relying on self-service, Rosenbaum said, but has decided that no longer is a competitive posture in the '90s.

In its Greatland concept, Target has made an effort to boost customer service, by installing 17 phones customers can use to call for help. And each Greatland features at least two scanners on the sales floor so customers can check prices before checking out.

Target has begun thinking about professionalizing store employees, Rosenbaum said. Its training program is geared to raise the sensitivity of store employees to customer needs.

'Stock clerks are taught that helping a customer isn't an intrusion on their work.' Target is overhauling its training program, Gail Dorn, director, communications and community relations, said. But she declined to discuss changes.

Target customer service is 'absolutely marvelous,' said Peter E. Monash, a retailing consultant based in Columbus, Ohio. 'It almost outdoes them all. Empowerment makes store employees feel important, not like dumb-dumbs,' Monash said.

While standing in line at a Columbus Greatland, Monash spotted this example of empowerment in action: a set of Christmas lights scanned at \$7.99, but the customer insisted that the price marked on the shelf was \$5.77.

Rather than frustrate the customer with a price check, the clerk rang up the price the customer cited, Monash said. The customer goodwill the incident engendered outweighed the couple of dollars that Target may have sacrificed in shrink, Monash said.

The 'Ask Me' phones in Greatland really work, Monash said. And clerks are willing to come in person to help customers locate merchandise, besides giving directions over the phone, he added.

You don't find unfriendly clerks at Target, Monash said. 'They are unbelievably helpful. That can only be a result of continued training.'

In terms of friendliness and availability of clerks, Target stood out in a survey of 1991 Christmas shoppers at discount stores that the Skaggs Institute of Retail Management, Brigham Young University, conducted.

On a scale of one to seven, where seven is the highest rating, Target drew the second highest rating of 4.71 among seven chains on the friendliness of clerks. It ranked second to Wal-Mart, 5.48. In the survey, it also came in second to Wal-Mart, but again ahead of Kmart, Fred Meyer, ShopKo and Venture, on having clerks available who are quick to help.

The discount store shoppers also ranked Target No. 2 on two other attributes related to customer service: having an excellent return policy and providing fast checkout, even when stores are busy.

In training its store personnel, Target went to Disney to learn its concept of treating customers as guests and employees as hosts, said Sid Doolittle, partner in the Chicago consulting firm of McMillan/Doolittle.

A key facet of the Disney approach is that guests may not always be right, but they still are guests, said Jeanna Sims, a Disney World training employee.

Target no longer works with Disney, but has used its approach as an 'inspiration,' spokeswoman Dorn said.

Target calls the employees who roam the Greatland stores looking for customers who need things 'guest ambassadors,' Dorn said, and it calls the customer service desk in Greatland stores, 'Guest Services.'

Helping customers is the first job of Target store employees, Dorn said, regardless of their assigned job.

The notion of guest and host 'makes a difference in attitude of employees,' Doolittle said.

If store employees work from a sense of hospitality, they'll straighten a messy endcap or pick up a scrap of paper without having to be told, he said.

Doolittle also spotted empowerment at work when a Target customer returned merchandise without a receipt. The clerk had the authority to take the customer's word for how much she paid, he said.

The design of the Greatland store enhances the second most important aspect of customer service: good visibility and organization, so customers can find merchandise easily, Doolittle said.

The No. 1 aspect is having the merchandise available when customers come in. In that regard, the 11 Greatland stores that Target opened March 14 fell a bit short, Doolittle said. Target underestimated customer response to its new stores, and ran into problems restocking empty shelves, he said.

Target is more customer-oriented than many discount chains, said Mimi Lieber, president of IAR Management Consultants, New York. 'It's no longer a hodgepodge discounter,' Lieber said. 'Someone is there to help.'

In recruiting store employees, Target stands out, said Linda Hyde, vice president, research, of the Management Horizons division of Price Waterhouse, Columbus, Ohio.

Target is one of the few retailers that really believes frontline employees have the biggest impact on customers, Hyde said. When interviewing prospective hires, the most important thing that Target recruiters look for is an outgoing, friendly personality that indicates a prospective employee has a good customer service attitude, she said.

Recruiters hold joint interviews of five or six prospects to see how they interact with others, as they would with customers.

To train employees for new stores, Target has developed what it calls Target University, a mobile program that travels to new stores. New hires get a basic four-hour session on how to solve customer problems on the spot and get introduced to Target's corporate culture: 'Fast, fun and friendly.'

The training has also helped Target reduce turnover to 59% in 1992 from 89% in 1989 and is leading to a steady increase in customer service, as measured by chain surveys, Target said.

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ABSTRACT:

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3/7,K/15 (Item 7 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
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02710538 Supplier Number: 43622822 (THIS IS THE FULLTEXT)

Aggressive Caldor Set To March Into D.C. Area

Discount Store News, v0, n0, p1

Feb 1, 1993

TEXT:

NORWALK, Conn. - Caldor intends to expand to the District of Columbia, opening six to eight stores by the end of 1994.

Caldor is actively considering six or seven sites in D.C. proper, as well as its Maryland and Virginia suburbs, said Gary Vasques, vice president marketing, including existing stores that could be converted quickly.

Caldor is seeking sites that would accommodate the largest of its three prototypes, 113,000 sq. ft. 'There aren't too many of that size in the district,' Vasques said. Caldor also operates two smaller prototypes of 82,000 sq. ft. and 90,000 sq. ft., he said.

If all the plans fall into place, Caldor could open its first store in the D.C. market by the end of '93, he said.

In another thrust into a new market, Caldor will open next month four units of its 113,000-sq.-ft. prototype in Rochester, N.Y.

In addition, Caldor is working on renovating four of the five New York City Alexander's stores it acquired out of Chapter 11 bankruptcy late last year by outbidding Bradlees. The Northeast regional chain hopes to get at least one conversion re-opened this year.

'The Washington D.C. region represents an exciting opportunity for Caldor and a natural extension of our existing market covering urban/suburban areas of the Northeast and Mid-Atlantic states,' chairman and chief executive officer Don R. Clarke said in announcing the expansion.

'It complements our entry into Delaware last year, our imminent store openings in Rochester and our plans to expand our metropolitan New York City presence.'

The new stores represent the lion's share for '93 of the 13 to 16 new stores a year that Caldor will open in the next five years. With store count now at 136, the openings will increase selling space by 10% a year.

In addition to the new stores, Caldor is renovating to prototype about 20 stores in '93. The new prototype model was introduced in its Bristol, Penn. store, last November. In April, Caldor will hold the grand re-opening of seven units scattered around its operating territory, including two in New York, a couple in Connecticut and the rest in Massachusetts, Vasques said.

In some cases, Caldor finds it impossible to expand the remodeled stores to its optimum prototype of 113,000 sq. ft., he said, so it adapts them to smaller versions of the prototype.

In all cases where leases permit, Caldor is putting in its Nathan's Famous hot dog restaurants, regardless of store size. In the smallest stores, the Nathan's might just be a kiosk cart, he said. Or the restaurant could range to as large as a 2,000-sq.-ft. facility seating 66, he said.

He predicted that Washingtonians also will take to Nathan's, as Philadelphians have.

'Caldor customers in Philadelphia (home of the Philly cheesesteak) love Nathan's.'

In a separate development, Caldor announced an agreement to pay \$50,000 to New York state to cover the costs of investigating consumer

complaints that Caldor often was out-of-stock on advertised merchandise in New York stores.

To ensure better inventory control for goods placed on ad, Caldor has developed new inventory systems, manifest systems, advertising policies and built a new regional distribution center in Newburgh, N.Y.

In addition, Caldor instituted a new **rain check** policy, as part of its settlement. Any customer who can't buy an advertised special within four weeks will get a coupon entitling him or her to buy the item at advertised price, less a 5% additional **discount**.

The probe, conducted by the state attorney general's office, found no evidence of deliberate wrongdoing on Caldor's part. And the settlement meets all federal and state consumer laws, Caldor said in announcing it.

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3/7,K/16 (Item 8 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
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02681777 Supplier Number: 43578752
Caldor to Pay \$50G to Settle State Probe
Newsday, p29
Jan 12, 1993

ABSTRACT:

Caldor, a **discount** retailer, has reached an agreement with the New York State attorney general's office to make sure advertised specials are actually in the stores and available to shoppers. The retailer agreed to pay \$50,000 to the state to cover the cost of an investigation. That investigation revealed that an average of 21% of advertised sale items were unavailable to shoppers at many stores. Caldor noted that the state's investigation found no evidence of deliberate wrongdoing on Caldor's part. Caldor's current **rain check** policy will continue, but when an advertised item is unavailable during a sale period, the company will now allow shoppers to purchase a substitute item at the same percentage **discount** plus an additional 5% off.

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ABSTRACT:

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percentage **discount** plus an additional 5% off.
19930112

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3/7,K/17 (Item 1 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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10505022 SUPPLIER NUMBER: 21188903 (THIS IS THE FULL TEXT)
Logistics, with style. (apparel industry)(includes related article)
Kilcarr, Sean S.
Air Cargo World, v88, n9, p81(4)
Sept, 1998

TEXT:

Apparel makers believe that better supply chains are the perfect fit for "consumerized" competition

Bob Rowan got a preview of the apparel market's new world order 10 years ago when his company, VF Corp., unveiled a national sales campaign for its Lee and Wrangler brand jeans. After VF guaranteed that each customer would find their size in stock or they'd get a **rain check** at the **sale price**, the floodgates opened. "It was so popular in the first week that it required five or six truckloads and several air cargo loads just to replenish the shelves," said Rowan, VF's logistics manager. "It's still a strong memory in the company of what you can do with sales if you have the item on the shelf when the customer wants it."

That experience transformed how VF managed inventory and stocked its retail shelves, thrusting the company into the apparel market's global trend toward "consumerization."

"Consumerization encompasses intensified consumer research and product development, implementation of new technologies to better manage retail floor systems, balanced manufacturing programs ... and a revamped organization structure that's designed to make all of this happen," Mackey McDonald, VF's president and chief executive, said in the \$5 billion-plus apparel manufacturer's annual report. "It's a comprehensive program designed to give consumers the products they want, where they want them."

That translates into a heavy reliance on information, from the retail outlet to back up the supply chain so that apparel manufacturers can fine-tune their production lines to match the fashion whims of consumers.

The makers of blue jeans are among many retailers who are turning old strategies for commodity sales around by putting new emphasis on service, which may translate into the simple availability of goods. That means more attention to transport -and perhaps more spending for the service -- by jeans makers as they find out what is true for high-fashion sellers is also true for them: a product out of stock means no sale.

"We want the right product on the shelf, so we need to take that all the way back up the pipeline to the point of knowing what kind of denim is desired and what fashion is needed," Rowan said. "You need to look at what's coming at you in terms of raw material and compare it to the point-of-sale data, so you can plan to move xyz-type of denim because it is selling well."

But that means major investments - VF will spend over \$1 billion through 2000 on systems and marketing - to use just-in-time inventory practices effectively. At the same time, VF is trying to cut supply chain expenses by being more efficient. "We're trying to reduce the inventory carrying cost across the pipeline at the same time," Rowan said. "From the

denim mill to the customer, minimizing wherever possible."

"The days of trying to appeal to all of your consumers with one 'hot' product are over," said McDonald. "Today, we're responding to a broad range of very specific consumer needs. That's why we're so focused ... on getting inside the consumer's heads. In fact, it's what all apparel manufacturers will have to do to stay competitive."

Staying ahead of the competition is getting tougher in the global apparel market. "In the last 15 years, there's been a huge proliferation of brand names," said Jack Morgan, spokesman for the American Apparel Manufacturers Association. "At the high end, you have retailers like Calvin Klein and Ralph Lauren. At the more traditional end, there are store brands from the likes of Sears and J.C. Penney."

In the United States, which remains one of the world's largest apparel markets, sales top some \$160 billion annually and have grown an average of 18 percent annually over the last four years, according to AAMA. But the rise of lower-cost store brands has put pressure on the bigger companies that have long dominated the market. Discounters, outlet stores and direct mail firms now control over 30 percent of the U.S. market, totaling some \$51 billion in yearly sales, AAMA said.

Air cargo has traditionally played a small role in the apparel market, on both the inbound and outbound side, with container ships and trucks being the preferred modes of choice. Basic apparel is hardly considered as time-sensitive as the fashion market, where trends and whims can change in days. Some 1 to 2 percent of apparel volume is shipped by air, accounting for some 15 percent of the industry's transport cost. "Like any other commodity, if you need it fast, it goes by air," said Morgan.

But the changing patterns of competition are bringing a greater demand for high-end logistics service, if not pure speed. That has more air forwarders looking for apparel business. Those companies that can mix in ocean and air business under the banner of supply chain management may be in the best position of all.

"This is a demanding business," said Morgan. "Because of its competitive nature, (apparel makers) are pursuing supply chain management to gain a competitive advantage. They want to get orders from the retail level faster to the factory so as, in turn, to get new styles to the market faster to keep up with demand."

"So, while there have been technological advances in the way clothes are made, the real opportunity is to reduce the time taken to get goods from the factory to the retail shelf and to re-supply it," he said.

For logistics operators, the apparel industry's need for strong service and low costs make for a difficult weave.

"Apparel and retail is more demanding in terms of information and service because they have very limited control over their supply chain," said Dale Zielenski, vice president of Air Link, the fashion logistics arm of forwarder MSAS Cargo International. "The way we do business in the apparel industry, IT is more important than physical transportation. Before, we'd offer you a rate per mile or per container. Now, we need to provide you with information to manage the flow of goods through the supply chain."

"For instance, take Motorola. When they order and ship components from their own factory in Asia, it's a related transaction within a closed system," Zielenski said. "However, J.C. Penney must buy products from a non-related, non-exclusive factory that's making similar products for other apparel companies and retailers. They also change sources every three months and add new sales programs which alters demand, so they rely heavily on supply chain management at origin to feed information into the chain."

The result? "Margins are tighter with garments," said Zielenski. "They

constantly look for opportunity to reduce transit time while keeping prices in check. That's why multimodal shipments, such as sea-air, are becoming more common. The apparel industry is thriving on them."

Instead of paying more for faster service, apparel shippers are looking to improve some of the details of the shipping process, said Andrew Hogenson, senior manager for Anderson Consulting's supply chain practice. They are pushing for more value-added services, such as price tagging and quality checking, from their third-party logistics providers. They are also physically shortening their supply chains by relocating manufacturing sites from Asia to Latin America.

"Third-party firms are taking on hanging garments and affixing price tags as apparel companies attempt to bypass distribution centers," said Hogenson. "It's still cheaper having third parties do that because they are re-packing a lot of garments for shipment, anyway."

Asia's economic meltdown and the lowering of trade barriers through the North American Free Trade Agreement has also spurred garment makers to relocate factories to Canada and Mexico. "NAFTA really opened up opportunities to move factories closer in and reduce logistics costs," he said. For example, Mexico's textile garment exports increased 27 percent over last year, while China, the world's largest garment producer, has seen its garment exports level off.

Air cargo opportunities are shifting as well. "The volume of expediting won't necessarily change, but you'll see smarter use of it," said Hogenson. Past decisions on air freight were usually handled poorly, he said, so if a shipment missed a ship's sailing date, it would automatically be sent by air -- regardless of whether it would be needed in two days or two weeks. "Now there is much better visibility up and down the chain, so companies know what is packed and where it is," he said.

But Hogenson says the primary goal of the apparel industry's use of supply chain management will be to enhance revenue and not necessarily to cut costs.

"The supply chain is critical to supporting 'brand image,'" he said. "These companies spend millions of dollars on advertising, but if they can't support their image with the right retail presentation, they've failed. Great marketing combined with terrible delivery is really hurting them a lot. That's why they want more accurate, timely and better knowledge of what's coming through the supply chain, so they can do a better job of flowing it through their facilities and out to where the customer will buy it."

To jeans makers, having the product on the display floor at the best cost is the perfect fit.

"We're pushing our flow replenishment capabilities to new levels, enabling us to customize inventory to the requirements of a specific store and allowing us to understand the buying patterns in each of the stores," said VF's McDonald. "With this information, we can fine-tune our product assortments and in-store communications accordingly."

Tight Fittings

The speed of sea-air combination transport is prized by garment shippers, but the delays in transferring goods between modes are not. A container manufacturer is trying to eliminate the bottleneck with a new box aimed at the market, the Unit Load Carrier.

"The only real handicap to air-sea routing is container dwell time," said George Saunders, the ULC's inventor. "Between the arrival of the container ship and the departure of the aircraft, freight can sit on the ground as much as four days" as it is transferred from ocean containers to pallets or Unit Load Devices or the reverse.

Weight is also a concern, as ocean containers are too heavy for air

transport and ULDs too light to withstand the rougher handling of the ocean cargo environment, he added.

The ULC, which is under development, tries to combine the best of both worlds. Built from aluminum or lightweight steel, the ULC would have a tare weight of 1,800 pounds and a cargo capacity of 30,000 pounds. At 19 feet long by seven feet, four inches wide by four feet tall, it would fit inside an ocean container.

Saunders and Jim Brennan, president of Sea Box, are trying to raise backing to build four prototypes for testing. At around \$4,500 per box, the ULC would be pricier than the average air container, but Saunders argues the investment will allow shippers to add more certainty to just-in-time fulfillment efforts. "This concept will allow them to combine modes for the best transit option in terms of time and money," he said.

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... guaranteed that each customer would find their size in stock or they'd get a **rain check** at the **sale price**, the floodgates opened. "It was so popular in the first week that it required five...

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3/7,K/18 (Item 2 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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09832637 SUPPLIER NUMBER: 18010497 (THIS IS THE FULL TEXT)
Cumberland poised for growth. (Cumberland Drugs)
Chain Drug Review, v17, n20, p50(1)
Oct 23, 1995

TEXT:

DORVAL, Quebec -- The challenges confronting all chain drug stores in Canada are no less severe for Cumberland Drugs, but the company has successfully fashioned a multifaceted response to a tough marketplace. Now, having worked over the past few years to create a more streamlined, responsive operation, Cumberland is ready to increase its presence in the Quebec market.

The retailer's founder and president, Morrie Neiss, is fond of remarking that the drug chain's status as a privately held company gives it a unique position in the market and a certain nimbleness that permits bold and decisive action. The continuing objective is to draw attention to the 47-store retailer as a service oriented, value-price health care provider that has a deep commitment to its customers.

Cumberland's marketing efforts are headed by executive vice president Joe Bassal. The 39-year-old executive says that retailing by its very nature favors innovative thinking and a willingness to embrace change. Chain drug retailing, he adds, demands it.

"It's important to focus on market trends and on who you are and what you are all about," Bassal says. "We don't focus on who the new players are, we focus on why people come to Cumberland and what we can do to get them to come back. "

Under his direction the company has embarked on a number of initiatives that are aimed at enhancing customer loyalty. The common thread in all of its promotions is an effort to increase exposure for the Cumberland name and give it the type of prominence that is usually reserved

for much larger retailing entities.

The company's recent undertakings include:

- * The introduction of a concept called "Hassle Free Shopping," which addresses consumer concerns about such things as long waits in line and out-of-stock merchandise.

- * An aggressive media campaign highlighted by \$1.3 million (in Canadian dollars) worth of television ads featuring the popular Canadian actress Sonia Benezra.

- * A cross-promotion with Cineplex Odeon movie theaters whereby consumers receive tickets to films valued at \$8.50 for \$1.99 with three purchases of \$25 or more at any Cumberland store.

- * Free "Identification Passport" kits which can be used by parents to make a record about their children. Created in conjunction with the Missing Children's Network of Canada, the documents included in the kits enable parents to keep fingerprints, photos and other vital information about children in the event that they disappear.

- * The introduction of the four-color publication Health etc, which is added as an insert to the company's quarterly consumer publication Cumberland Magazine. Created in collaboration with the College of Family Physicians of Canada, the publication is designed to help consumers make informed decisions about their health.

The effort to stay on top of the game is not limited to customer service or promotional undertakings. After several years of working to reduce costs and achieve greater efficiencies Cumberland is ready to expand with at least three new franchised locations each year in the province of Quebec. The new stores will join the seven company-owned and 40 franchised locations that currently operate under the Cumberland banner.

Also new is an alliance with the Canadian distributor Medis Health which is a division of drug wholesaler McKesson Corp. While the company had started using a distribution system about one year ago, the recent switch to Medis will enable the retailer to do business with a distributor with a greater presence in Cumberland's home province. Bassal says that the use of the distributor has helped the drug chain secure better deals for individual stores.

"We have been able to eliminate minimum purchases and have been able to establish a system that is the equivalent of having your own warehouse," he notes. "It's a much more desirable situation than when you have 47 separate orders and 47 separate invoices."

Other recent developments include the introduction of point-of-sale scanning technology, which is currently in use in three stores. Plans call for the technology to be installed in three stores each month beginning in January until it is in place chainwide.

Ultimately, Cumberland hopes to establish an automatic replenishment system that will link stores directly the company's distributors and further streamline operation. Bassal says such goals as automatic replenishment are emblematic of a retailer that has thrived for 28 years in an increasingly competitive market.

Similarly, the "Hassle Free Shopping" commitment was born out of a desire to address the specific complaints consumers have voiced about their shopping experiences. Long waits at checkstands, unavailability of specific merchandise and confusion about coupons were some of the problems most often cited by customers.

Now, under the Cumberland program, if more than three people are waiting on line another register will be opened immediately. Also, if an item is out of stock the store will issue a **rain check** and then call the consumer at home as soon as it becomes available. The retailer has also stopped issuing **discount** coupons and has agreed to honor those

of any other merchant on items that Cumberland stocks.

"It's not a great mystery why we are one of the most successful privately held drug chains," Bassal says. "We can get things done quickly, and we are not afraid to try different strategies. It's very gratifying to see."

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3/7,K/19 (Item 3 from file: 148)
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07857582 SUPPLIER NUMBER: 16931494 (THIS IS THE FULL TEXT)
Bettering Bradlees.(Cover Story)
Erlick, June Carolyn
HFN The Weekly Newspaper for the Home Furnishing Network, v69, n19, p1(2)
May 8, 1995

TEXT:

Braintree, Mass. - One doesn't quite expect the head of a major regional discount chain to sing the praises of the color teal or to lambast his own stores' "nasty **rain-check** problem. "

But then again, Mark Cohen is not your typical discount retailer. At the helm of Bradlees for only five months, he plans to roll out a major remerchandising in all 126 stores by Aug. 1. The message is fashion forward, especially in home furnishings.

"We've focused too aggressively on price alone and not put enough energy into intrinsic value and trend, " says Cohen, chief executive and chairman. "Without losing lot more editing - to gravitate a little away from discount, price, warehouse style towards a selection of offers that look in many respects like a department store."

Cohen came to Bradlees from Lazarus, a Federated store, where he was most recently chairman and chief executive. At Lazarus, based in Cincinnati, he led an aggressive renovation program. He is one of a small but increasing number of former department store executives such as Roger Farah (who's now with Woolworth) and Charles Chinni, (currently with Kmart), who have a strong fashion orientation which they have taken into discount retailing.

Cohen realizes from his department store experience that upscale consumers already shop discount stores for storage containers, health and beauty aids and other commodities.

"If the discounters have a competitive advantage, it's that they're not necessarily locked into any income category," Cohen asserts. "Bradlees means to take advantage of that. There's an opportunity to see a lot more purchases from an individual customer. "

It's not an easy challenge. While going up against Wal-Mart in 50 communities throughout the Northeast corridor and against Kmart m twice as many, Bradlees also faces challenges from department stores that have become "deeply promotional." In addition, Cohen confesses, "We got sloppy

and careless. "

Customers often couldn't find what they wanted in stores; product mix was bland and inconsistent; technology within the discount store chain wasn't being properly used, creating serious problems with sales offerings; advertising was boring. Cohen is giving himself a year to fix the problems, and less than three months to establish a new merchandising image.

Cohen says this is a crucial year. Increased competition, the generally flat year for retailers in general and Bradlees' own insipid image led to what Cohen calls "a lousy year" in 1994. At stores open more than a year, sales declined by 2.7 percent in fiscal 1994. Overall sales were flat at \$1.9 billion. Net earnings were \$5.3 million, down from \$6.8 million in 1993. The brightest blip on the Bradlees screen was the opening of its New York City store in November WA year; Cohen says the store now ranks two or three in the chain.

Cohen insists that Bradlees can be fixed, and there is a place in the market for the well-established regional discounter if only it goes back to its roots of being fashion forward. Already, a 74,500-square-foot prototype store is operating in Burlington, a Boston suburb.

But, there's also what Cohen calls "retail 101:" fix up the rain-check problem by using existing technology, and then create assortments that work together, such as more coordination of bed and bath lines and more fashion in storage merchandise. After that, there's in-store signing and specific merchandise presentation.

Cohen says Bradlees has adequate inventory control technology and sophisticated just-in-time mechanisms in place. It's just that they haven't been used well, in part because Bradlees' computers still reside on Stop & Shop's mainframe, although the former parent corporation now has no financial connection with Bradlees.

Stores failed to anticipate how much stock they would need for sales, even though they could have calculated their needs with available systems. Poor forecasting cost the chain in the handling of rain checks on sale goods, and probably in ill will as well.

Cohen clearly finds merchandising most exciting. His face beams when he talks about the popularity of the color teal in Rubbermaid's oversize tote and the possibility of creating fashion palettes in storage, home textiles and other areas throughout the store.

It's not a lone crusade. Cohen has hired Peter Thornton from rival regional discounter Ames, where he was president and chief operating officer, to serve as Bradlees' vice chairman with a broad mandate to revamp store operations, improve technology and help Cohen in merchandising decisions. Another executive with fashion-forward views hired by Cohen is George Bruce, formerly of Venture.

Bruce, now in the new position of senior vice president, store design, visual merchandising and point-of-purchase, had previously worked with Cohen at Mervyn's before Cohen went to Federated.

As Cohen describes the changes toward emphasis on fashion at Bradlees, there's a sense of strong corporate direction. Cohen is soft-spoken, direct, articulate and often funny, but there's no doubt he has a clear vision of what path Bradlees should take.

The first place Cohen's merchandising philosophy is likely to become evident to the consumer is in home textiles. Bradlees' volume is 52 percent soft lines, while the industry average for discounters is generally assessed at 30 to 40 percent.

"Very quietly, we've begun to sell an enormous number of 250-thread count sheets, pillowcases," says Cohen. "We've done nothing to enhance our ability to be a headquarters in 250,200 thread counts. We're going to back off some of our opening-price muslin and percale and go after the higher-

quality construction.

"The customer seems to find it in our stores and is buying it freely. It takes a little pressure off us in opening price and gives us a whole lot more fashion to talk about," he says.

In its remerchandising, Bradlees will also pay more attention to fashion and color coordination in bed and bath. It plans to go into down products and duvet covers "in a big way" and to coordinate fashion components in bedding, shams, decorative pillows and other accessories.

"We're going to be improving our presentation enormously, since more and more customers are buying coordinated bedding," Cohen notes. Home textiles, as merchandised in the prototype Burlington, Mass., store, have proved to be "an enormous opportunity that is paying off almost unbelievably well."

The Burlington store also displays bed and bath in color groupings and uses reengineered sight-lines to increase home textiles visibility.

Housewares, especially the area of storage, is another department where Cohen intends to bring Bradlees fashion-forward.

"The storage business has gotten very, very fashionable and very creative, and the products run the gamut from closet to a whole emerging category of containers," he says. "The trend is shape, functionality and color. We're selling thousands of units in fashion palettes that are far more progressive than anything we've seen before. It's a good business."

Also in the area of housewares, Cohen says the chain plans to put more emphasis on stainless and nonstick cookware, as well as a wider assortment of open stock pieces.

"We're dramatically improving our flatware assortments and paying more attention to the coordination of glass, flatware and tabletop in general," he says.

He adds that Bradlees intends to stock more brand names like Oneida rather than no-name merchandise.

Of furniture, where Bradlees carries a wide variety of ready-to-assemble merchandise, principally manufactured by Sauder, Cohen says: "The assortment keeps on getting more and more aggressive in fashion and size. We're very focused on quality. What we can expect is more coordinated groups."

He adds, "This business has gravitated from being a kind of garage-style bookshelf to room settings for kids' rooms, guest bedrooms and family rooms. We need to be more willful about the customer's desire to decorate a room with ready-to-assembles and just an occasional piece or two. That puts a lot more pressure on size, on finish and the way in which we promote, so expect us to shift from item promotion to room settings."

Bradlees does not carry computers and it does not plan to, Cohen says, "because it's not in our area of expertise." The chain has a limited amount of basic home office merchandise.

However, in consumer electronics, Bradlees will go slightly more upscale by focusing on brand-names such as Sony and to selling "middle and upper-middle step-prices."

"We're going to put a lot more energy on that in everything from personal audio to VCRs and bookshelf stereos," he says.

"Why do we have to be a hodgepodge if we can be voiceful?" asks Cohen in an almost plaintive tone. "Bradlees has to go from being a plain vanilla featureless presentation to something more aggressive. We simply don't have an exciting platform."

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TEXT:

...to sing the praises of the color teal or to lambast his own stores'

"nasty **rain-check** problem. "...

19950508

3/7,K/20 (Item 4 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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07620857 SUPPLIER NUMBER: 15822662 (THIS IS THE FULL TEXT)
'Extras' mark Kmart push. ('Kmart Extras' marketing campaign) (Brief
Article)
Hume, Scott
ADWEEK Eastern Edition, v35, n36, p6(1)
Sept 5, 1994

TEXT:

TROY, MICH.--Kmart Corp. is embarking on a new marketing direction that'll be vital both to its much-needed turnaround and to its relationship with advertising agency Ross Roy Communications.

The upcoming "Kmart Extras" program will be backed by a multimedia campaign from Ross Roy that's set to break Sept. 18 with the theme, "Low prices and Extras you won't find anywhere else." It's designed to set Kmart apart from WalMart, Target and other mass-discount rivals by touting a continuous series of weekly exclusives on products and prices. Television spots and Sunday circulars will spotlight the deals.

Ross Roy, New York, handles the bulk of Kmart's creative work with the agency's Bloomfield Hills, Mich., office handling in-store and other ad support.

Kmart chairman Joseph Antonini and marketing executives met with vendors last month to urge them to come to Kmart first with price breaks, new products and even test products. In return, Kmart pledged to spotlight those products with in-store "Kmart Extras" tags and include the best specials in its circulars and TV spots.

To qualify for the "Extras" label, products must be able to retail for at least one-third off their regular price, with 40% and 50% reductions getting more ad display.

Kmart has promised to heavy up its \$175-million annual media budget during this year's fourth quarter to support the program, including securing exclusivity in the retail category on CBS's "Scarlett" miniseries in November.

Kmart also will institute a new customer-satisfaction policy, pledging to provide a comparable product or **rain check** (with 10% **discount**) if any advertised product is out of stock.

"This is an added dimension to our renovation program, an added reason to shop at Kmart," said Jerry Habek, Kmart vp/advertising. He declined to discuss details.

Ross Roy, which referred questions to the client, is under the gun to produce a campaign that helps the embattled retailer boost sales quickly.

Other agencies already are calling on the client, hoping a review might be called [Adweek, July 11].

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... also will institute a new customer-satisfaction policy, pledging to provide a comparable product or **rain check** (with 10% **discount**) if any advertised product is out of stock.

"This is an added dimension to our...

19940905

3/7,K/21 (Item 5 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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07549224 SUPPLIER NUMBER: 15808235 (THIS IS THE FULL TEXT)
Ad plans: big stores, big bucks. (mass merchants' 1994 holiday season
advertising plans)
Pogoda, Dianne M.; Fearnley-Whittingstall, Sophy; Williamson, Rusty
WWD, v168, n67, p8(2)
Oct 5, 1994

TEXT:

NEW YORK -- Mass merchandisers say they are increasing their ad budgets for the holiday season, with aggressive TV and print campaigns that emphasize sportswear and key gift items.

Among the highlights are a TV campaign for Kmart called "Extras" that includes prime-time spots during the November sweeps; a national TV flight promoting holiday merchandise for J.C. Penney, and specifically targeted women's apparel TV spots as part of Sears, Roebuck & Co.'s "Softer Side of Sears" campaign, produced by Young & Rubicam.

In addition, Shopko will promote casual and denim apparel in its TV commercials produced by Bozell Worldwide.

Besides a heavy TV schedule, mass merchandisers are expanding their print efforts. Sears is running its fall ad campaign in magazines ranging from People to Glamour, while Caldor is distributing multi-page circulars -- which have become more expensive due to increases in paper costs -- on a weekly basis.

Following is a roundup of retailers' ad campaigns for the fourth quarter.

KMART CORP., Troy, Mich.

Kmart has launched a new campaign for fall dubbed "Extras," which is said to communicate everything extra that the retailer has to offer.

Many of the featured extras are in hard goods, but apparel is also included, especially the retailer's exclusive labels. They include its flagship brand, Jaclyn Smith, spanning career and casual apparel, accessories and fragrance, and its private-label Kathy Ireland swimwear collection.

The "Extras" theme, which was introduced in September and will continue through the end of the year, is featured in newspaper ads, store circulars, radio and TV. It is produced by Ross Roy Communications/ New York.

"Whether it's getting free bags with the purchase of a vacuum cleaner, or free assembly of a bicycle, we're trying to show the consumer that there are a lot of little extras around the store," said a Kmart spokeswoman.

Kmart declined to reveal its fall-holiday budget, but according to Competitive Media Reporting, a research firm, the retailer spent \$277.3 million in advertising last year, and \$132.7 million through June this year.

Kmart had total sales of \$34.1 billion in 1993, including its core discount stores and its specialty operations, like Sports Authority and Office Max.

The campaign also emphasizes Kmart's services, such as a "Kidproof Policy," a promise that clothes will not wear out before the child outgrows

them; a no-money-down lay-away policy; a promise to match competitors' prices, based on the customer's word, and a **rain-check** policy that offers a 10 percent **discount** for the inconvenience of making a return trip if the store is out of an item the first time.

"The campaign is an extension of the [store] renewal program," said Peter Hirsch, president and executive creative director of Ross Roy. "It combines live action and computer graphics designed to communicate that Kmart is a fun, upbeat, contemporary place to shop."

The tag line for the ads: "Low prices and extras you won't find anywhere else."

About 20 spots are being filmed, coordinating with Kmart's weekly circulars, to reflect special deals or products of the week.

In-store signage features a big green X to mark the spots where the extra values or bonus products can be found.

The highlight of the TV campaign is exclusive retail sponsorship of the CBS-TV miniseries, "Scarlet," the sequel to "Gone With the Wind." There will be six Kmart commercials on each of the four nights the show airs during the November sweeps period.

The balance of the TV schedule is a mix of early-morning and daytime shows, as well as prime-time hits like "Murphy Brown," "Frasier," "Home Improvement" and "Mad About You," and new shows like "McKenna," "Blue Skies" and "Touched by an Angel." Kmart has allocated 61 percent of its TV ads to returning programs, 26 percent to new shows, and 13 percent to movies on ABC, CBS and NBC.

CALDOR CORP., Norwalk, Conn.

Caldor's advertising spotlight for fall and holiday is on the circulars it distributes through newspapers and in its stores.

According to Linda Baker-Smith, advertising director, the campaigns are produced entirely through Caldor's in-house ad department.

"We're primarily focused on home and hard lines, but we're growing the fashion area as well," she said.

Holiday advertising launches Nov. 20, and will be supported by in-store banners and signs. The promotions will be aimed at gifts as well as personal purchases, she added.

The retailer's once-a-week schedule for its circulars has not changed, Baker-Smith noted, but because of the escalating price of paper, the overall cost of advertising is up this year from last year.

According to Competitive Media Reporting, Caldor spent \$23.3 million on advertising last year, and for the first half of 1994, spent about \$11.9 million. Caldor rang up sales of \$2.4 billion in 1993.

J.C. PENNEY, Plano, Tex.

J.C. Penney will herald its women's holiday business with the tag line "Holiday Sale -- Doing it Right." The "Doing it Right" theme also is part of Penney's current ad campaign.

"We have a very aggressive advertising strategy planned for women's," said Jim Halley, president of the women's division. "We're planning substantial increases in print and broadcast against holiday 1993." He would not divulge figures.

Penney's print campaign will support traditional apparel, gifts and basics.

"Our sale message will feature the best gift-giving item," said Halley. "Brands will include our Hunt Club and Worthington sportswear for women and Arizona for juniors."

Penney's national TV flights will showcase a broad spectrum of merchandise and numerous store shots.

The chain will kick off its holiday promotions with the Nov. 25 post-Thanksgiving sale and continue with preprints and national TV weekly

through Dec. 17.

On Dec. 18, the print and broadcast focus will shift to a "Seven Days of Christmas" theme featuring different items daily.

SEARS, ROEBUCK, Chicago

Customers are continuing to respond to Sears' invitation to come see its softer side, according to John Costello, senior executive vice president, marketing.

He said since the TV and print campaign was launched a year ago, weekly tracking of Sears customers has shown statistically significant increases in their awareness of and appreciation for the chain's apparel.

"We also continue to get positive endorsements from consumers who write in and tell us how much they like the ads," Costello said.

The \$40 million campaign was developed by Young & Rubicam. Costello declined to say what portion of the budget was going toward the fall campaign, but sources said Sears is maintaining its high introductory levels of spending and estimated fourth-quarter expenditure at \$10 million.

The TV campaign, which broke Sept. 19, will continue in its present form, but refreshed with new music and merchandise, Costello said. Sears is airing a 60-second spot and two 30-second spots targeting women's apparel and, for the first time, a 30-second spot promoting men's apparel.

"At the end of the day it's a merchandise-focused campaign, which is one of its strengths," Costello said.

Ads are being aired on a broad range of prime-time and syndicated shows and showcased on specials, such as the Emmy awards show and the Country Music Awards show, he said.

The style of the print campaign, which features puns comparing Sears' traditional hard goods with its soft lines, is also being continued, but with new merchandise and copy, Costello said.

For example, photos on facing pages show a blender and a woman dressed in a brocade vest and pants. The copy reads, "I needed a blender. But found a better way to create a stir."

Ads are running in the Sunday editions of The New York Times, Chicago Tribune, Los Angeles Times and Sunday Fashion NetWork, and in People, Family Circle, McCalls, Ladies Home Journal, Redbook, New Woman, Glamour, Essence and Ebony.

Sears is also continuing its weekly pre-printed Sunday newspaper inserts and using targeted apparel mailers highlighting key trends and sent to Sears' best customers.

SHOPKO, Green Bay, Wis.

At ShopKo, the fall TV campaign is focusing on the chain's pharmacy and optical departments, said Kevin McCann, management supervisor with Bozell Worldwide in Chicago, which handles ShopKo's TV advertising.

Apparel will be added to the mix for the holiday season, he said, with 30-second spots showing suitable gift ideas such as sportswear, holiday sweaters and career accessories. There will be a particularly strong push on denim and denim accessories, he said.

These spots will break in November and will air on a wide range of programs targeting female shoppers, he said, including prime-time, high-rated shows like "Roseanne," "Mad About You" and "Seinfeld," early morning and late local news programs.

He declined to say what ShopKo's budget was, but noted that the holiday season represented the biggest push of the year.

The ads will be a reprise of last year's campaign, with a festive tone to them, keeping the same music. They will feature ShopKo's tag line, "ShopKo The Store For You," McCann said.

ShopKo's print advertising is handled in-house, and the retailer declined to comment.

VENTURE, St. Louis

Venture has a new multi-media campaign breaking in late October and being developed by Publicis Bloom in Dallas, said Cliff Campeau, the chain's senior vice president, marketing.

Campeau said it was too early to provide details of the campaign, but noted that it would be an evolution of the previous effort, which has been running for two years.

Venture's current print ads focus on individual apparel items, a sweatshirt or pair of jeans, for example, and compare the Venture item with a similar version that costs more at a competitor's store.

Advertising Expenditures

Store	1993	Jan. - June 1994
Sears, Roebuck	\$594,671,400	\$285,602,100
Kmart	277,292,000	132,724,800
J.C. Penney	264,932,000	110,873,800
Wal-Mart	106,126,200	44,568,000
Target	83,432,800	36,292,900
Caldor	23,366,600	11,913,900
Shopko	1,880,000	315,600
Venture	5,752,900	855,500

Source: Competitive Media Reporting
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... policy; a promise to match competitors' prices, based on the customer's word, and a **rain-check** policy that offers a 10 percent **discount** for the inconvenience of making a return trip if the store is out of an...

19941005

3/7,K/22 (Item 6 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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05808300 SUPPLIER NUMBER: 11926920 (THIS IS THE FULL TEXT)
How do you deal with stockouts? (running out of a product) (Firing Line)
Rigney, Peter
Progressive Grocer, v71, n3, p130(1)
March, 1992

TEXT:

Benny Meads Assistant store manager Ukrops Ashland, Va.

When we know a manufacturer has stopped making an item, we will tell the customer the truth. If we have stopped ordering the item, we will get it back in the store. The problems caused by manufacturers dropping items seems to increase every year. I believe that happens because the manufacturers keep on coming out with new products. Sooner or later you will run out of shelf space if you keep adding new products.

Dick Wobbe Store manager Cricenti New London, N.H.

Stockouts really are not a big problem for us for two reasons: We have an intense desire to please our customers, and we get three deliveries a week. However, if we have a stockout problem, we admit we are in error. Saying this is far better than saying, "The truck is late. Isn't that too bad for you?" What never happens is a stockout on a sale item. If we see an

item is selling down rapidly, I'll head for our supplier to replenish the item.

Gary Woods Assistant manager Piggly Wiggly Hartselle, Ala.

When we run out of something we tell the customer they will have to wait. We're usually well covered with enough meat and produce, but with frozen foods we're limited to one delivery a week. Stockouts usually happen with an unexpected response on promotional items. If the warehouse is out we'll tell the customer that we will find out why they are out, and when the customer might expect it. If they want the item badly enough, they'll check back with us in a few days.

Marty Massey Store manager Piggly Wiggly Florence, S.C.

If I'm standing in front of an irate customer who is demanding that I give her something I don't have, the first thing I'll do is apologize. Then I will tell her that we get four deliveries a week. I'll check the schedule and tell her when our next delivery is expected. When I ran a chicken promo recently, I ordered 75 cases. They were all gone by Monday evening. From then on, it was rain checks and a lot of apologies. I told our customers I made a mistake in ordering.

Steve Cardona Manager Food Lane Phillipsburg, N.J.

This is a brand new store, so I don't have any history on stockouts at this location. At my last store, the stockout problem on my key items was always and a minimum. To avoid stockouts, you need a guy who plans, organizes and maximizes his order. If you don't plan ahead and buy in, you're going to wind up with the warehouse as your backroom. With an irate customer, I will first offer them a comparable value. If that doesn't work, I'll try offering a **rain check**. If they are still upset, I'll bite the bullet and offer them a larger size at the **sale price**.

Paul Warren Owner Payless Food Stores Corpus Christ, Texas

Stockouts are often caused by the wholesaler, but more often caused by poor follow-through at the store level. When we run out of stock, we will do anything to make a customer happy. I have four stores in Texas, and I tell my managers to offer a substitute product, discount a larger size, if available, or even run out and buy the product from a competitor.

Rhonda Holloman Assistant manager Hills Food Stores St. Paul, N.C.

If a customer get upset because we're out of something, I'll first check on the status of the item. Chances are we have already ordered the item. If we have, I'll check the ordering schedule and can pretty well tell the customer the day the particular item will arrive at the store. If it's a warehouse problem, we'll find out what their delivery expectations are.

Eric Lenhart Grocery manager George's Foodliner Bethlehem, Pa.

We have a problem with stockouts. We really don't get a lot of heat from a customer, unless it's a sale item. What I do is stay very calm and offer them a rain check or a substitution. I will explain our warehouse did not anticipate the response that we had to the sale item. I'll also mention that we have to rely on the warehouse for fast backup.

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... offer them a comparable value. If that doesn't work, I'll try offering a **rain check**. If they are still upset, I'll bite the bullet and offer them a larger size at the **sale price**.

Paul Warren Owner Payless Food Stores Corpus Christ, Texas

Stockouts are often caused by the...

19920300

3/7,K/23 (Item 7 from file: 148)

DIALOG(R)File 148:Gale Group Trade & Industry DB
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04108542 SUPPLIER NUMBER: 07982013 (THIS IS THE FULL TEXT)
OTC buyers tell hows and whys of product picks. (over the counter drugs)
Drug Store News, v11, n18, p1P1(3)
Sept 25, 1989

TEXT:

OTC buyers tell hows and whys of product picks

NEW YORK -- Consumer advertising is the most important service OTC suppliers can offer drug chain OTC buyers in helping them decide whether to stock an item. Buyers regarded display materials and planograms as the least important services.

According to the exclusive 1989 Drug Store News/Inside Pharmacy OTC Buyer Feedback Survey--which polled OTC buyers from 25 of the nation's leading chains on their purchasing habits--60 percent said consumer advertising was the most important factor in their decision to stock one brand over another. Other "very important" factors, in descending order, included co-op advertising, invoice dating, information on new products, return goods policy and display allowances.

Since most chain stores do inhouse planogramming, it is not surprising that planogramming services offered by OTC manufacturers was one of the items chain buyers listed as least helpful in their buying decisions. Other services offered by OTC reps that a significant number of buyers felt were "not at all important" included display material and consumer rebate programs.

Competition increases

Competition from other trade classes carrying the same OTCs as chain drug stores has been intense. Deep discounters, supermarkets, combos, mass merchandisers and convenience stores have all staked a claim in the lucrative OTC marketplace. To stay ahead of competition, chain buyers have fine-tuned their buying and marketing skills.

To meet competition head-on, a buyer from a Massachusetts chain said the chain offers senior citizens a 10-percent **discount** on all OTC items. A New York chain builds consumer confidence by offering a **rain check** for out-of-stock OTC items. When the customer comes back for it, the item is free. Others make use of an exprivate label product line.

A big headache for OTC buyers is the number of new OTC product entries every year.

What influences buyers to take on a new product? According to the survey, while product quality was very important to all the buyers, the one item they picked that was of overall importance was dollars budgeted for consumer advertising. Other items that influence buyers to stock new products include, in descending order, product quality, off-invoice allowance and detailed info about the product, uniqueness of the product and consumer requests.

Insight into habits

Several buyers offered an insight to their buying habits, especially considering product proliferation. One New York buyer said, "With new products coming so fast, we obviously can't take on all of them. The only solution to this madness of copying and duplication is to notify the manufacturer that we take on new products twice a year, in January and July. This prevents spur-of-the-moment additions and mass confusion in planogramming set-ups."

A Southeastern chain buyer claims that "product packaging and the stability of the vendor" is of utmost importance in his buying decisions.

And for a buyer at a Kentucky chain, a manufacturer who is willing to guarantee the sale of an item is of upmost importance. "If not, beware!" CAPTIONS: How buyers prefer to receive OTC product information. (table); Amount of time spent in stores by OTC reps. (table); Profile of store visits by OTC vendors. (table); OTC product category mix at typical chain drug store. (table); Pricing strategies in typical chain drug store OTC dept. (table); Factors influencing buyers to stock new OTC products. (table); Factors in making OTC buying decisions. (table)

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... a buyer from a Massachusetts chain said the chain offers senior citizens a 10-percent **discount** on all OTC items. A New York chain builds consumer confidence by offering a **rain check** for out-of-stock OTC items. When the customer comes back for it, the item...

19890925

3/7,K/24 (Item 8 from file: 148)
DIALOG(R)File 148:Gale Group Trade & Industry DB
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02174923 SUPPLIER NUMBER: 03527560 (THIS IS THE FULL TEXT)
Zayre: be ready for brief holiday sales period in '85.
Adair, Jeff
Housewares, v195, p3(2)
Nov 21, 1984

TEXT:

CHESTNUT HILL, MA--While most retailers are concerned now about receiving their '84 holiday shipments, Zayre's is already looking at how it can promote products during a shorter holiday selling season in 1985.

Next year there will be six selling days less between Thanksgiving and Christmas," said Herb Zarkin, senior vice president and director of marketing for Zayre.

Addressing the Housewares Club of New England here, Zarkin hinted that manufacturers, as well as retailers' home offices, better be acutely aware of individual retailers' needs in that period next year, or be prepared to suffer business losses.

"On each holiday selling day next year, retailers will do a huge business. Most retailers will be keeping a close eye on their open to buys and inventory control.

"Because of the short selling period though, they'll be upset. They'll buy to do business before the holiday to protect themselves, but realistically how can a retailer do as much business in 26 days as he can in 32?"

While acknowledging Christmas would be a difficult merchandising time, Zarkin said he believes the 1985 Spring season, with an early Easter, will hold well for housewares.

"Easter is coming two weeks early. That will have a big impact on us. Already we know hard goods, like housewares, move better with an early Easter. But our business in apparel and other soft goods will be off. We'll be trading high profit apparel for low dollar high turning housewares," he said.

Zarkin said that's where sales promotions and Zayre's highly successful fliers come into play. Because of the lengthy time in producing the circulars, Zayre's is already laying the groundwork for next Christmas.

"We have to have long range planning, including factors such as store openings, increases in sales, and factors in weather. We have to plan merchandise for stores as diverse as Key West, Florida, where it's nearly always 80 degrees, to prescott, Maine, where it may not reach 80 degrees that often," he said.

The economy also plays a major factor in planning the circulars. He said, however, that even if the economy is going well enough to warrant adding a 41st circular to their annual 40 circular run, product selections need to be made early.

"Each flier has roughly 400 products. That's 400 products to shoot, set type for, and print, and then 16,000 individual SKUs to have available to our 300 stores. We're on press 16 days alone with one circular."

Advertising decisions at Zayre are made as much as six months in advance. Merchandise for advertising is prepared up to four months before an ad runs.

Each Sunday newspaper supplement costs Zayrehs roughly \$1.5-\$2 million, but Zayre executives believe the expense of the 40 annual circulars is outweighed by traffic that is generated at retail. Through its own market research, Zayre believes it reaches 80% of its market with the circulars.

Newspaper supplements are preferred over mailing because of perceived timeliness, and Sundays are preferred over weekdays because of consumers' supplement reading habits.

"Our consumers plan their weekly shopping based on what they see in all the Sunday circulars," Zarkin said. The circular is placed in 200 newspapers. Direct mail reaches another 10% of consumers, with hand distribution reaching 3%.

If an advertised item isn't available, consumers are given a **rain check** worth 10% additional off the **sale price** when the product comes in.

As far as calling on Zayre's, Zarkin offered a few tips.

"When vendors come to pitch a product, they should bring one piece of business information I may not know about. We've got tunnel vision, too. But I don't expect to violate an industry trust. It's a two way street. You can bet if I see a Bradlee's circular two weeks before mine comes out, somehow mine is being seen, too. That's not the kind of information we want."

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CALDOR ANNOUNCES AGREEMENT WITH NEW YORK STATE ATTORNEY GENERAL

DATE: January 11, 1993 14:53 EST WORD COUNT: 386

NORWALK, Conn. Jan. 11 /PRNewswire/ -- The Caldor Corporation (NYSE: CLD) announced today an agreement with the New York State Attorney General's office relating to rain check and substitution policies covering advertised sale items. The agreement resolves an inquiry by the State Attorney General's office into the alleged unavailability of certain advertised sale items at some Caldor stores in New York.

"Meeting demand for advertised merchandise is a priority for us, since it is central to maintaining good customer relationships," said Don R. Clarke, chairman and chief executive officer of Caldor. "To assure that there is sufficient inventory of advertised goods -- an objective shared by all retailers -- we have developed new inventory systems, manifestation systems, advertising policies, and constructed a new regional distribution center in Newburgh, N.Y.

"We are pleased to say that as a result, rain check levels have declined significantly since early last year, when the Attorney General's office conducted its study, while the customer satisfaction and friendliness scores that our stores and associates receive on customer service questionnaires have continued to improve," continued Mr. Clarke.

Under the agreement Caldor's current **rain check** policy will continue without basic change. Where an advertised item is unavailable during a sale period, Caldor's policy entitles the customer to purchase a substitute item at the same percentage **discount**, or to a **rain check** to purchase the advertised item at the **sale price** for a specified time beyond the sale period.

Under the agreement with the State Attorney General's office, a customer who has not been able to purchase an advertised item four weeks after receiving a rain check will be mailed a coupon to purchase any item in the same department at the same percentage **discount**, plus an additional five percent off the discounted price.

The inquiry found no evidence of deliberate wrongdoing on Caldor's part, and the agreement, in addition to being consistent with Caldor's long existing voluntarily adopted policies, meets all requirements imposed on retailers generally by the Federal, as well as State, Consumer Protection Laws. Caldor paid the New York State Attorney General's office \$50,000 to cover the costs of the investigation.

Caldor Corporation is a \$2 billion upscale discount retailer operating 136 stores in nine New England and Mid-Atlantic states.

CONTACT: Dawn Dover of Kekst and Company, 212-593-2655, for Caldor Corporation

(CLD)

COMPANY NAME: THE CALDOR CORPORATION
TICKER SYMBOL: CLD (NYS)
PRODUCT: RETAIL (REA)
STATE: NEW YORK (NY)
SECTION HEADING: BUSINESS

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